



*Development Partner Proposal*

**300 & 500 East Main  
Development**  
Durham, NC

*Presented by WinnCompanies*  
*April 5, 2019*



**WinnCompanies**

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# LETTER OF **INTRODUCTION**



April 5, 2019

Durham Board of County Commissioners  
c/o Ms. Sarah Odio and Peri Manns  
Development Finance Initiative  
104 City Hall Plaza, Suite 200  
Durham, NC 27701

RE: Solicitation for Parcels 300 and 500 East Main Street (the "Property" or "Properties")

Dear Sarah and Peri,

WinnCompanies, a nationally recognized owner, developer and property manager in the United States, is pleased to present the following Letter of Introduction in response to the Solicitation for Proposals issued by Development Finance Initiative in 2019. The solicitation outlined a set of goals and development concept that are completely aligned with our business, and we are honored to be considered as potential developer of the Property. **WinnCompanies submits to develop Parcels 300 and 500, and develop all three pads on the two sites inclusive of parking decks.**

This letter and the information that follows are designed to convey the unique levels of experience and vision of WinnCompanies and its partners/team members to transform this opportunistic site into a transformational community-oriented development that will offer diverse public benefits to the Durham community.

WinnCompanies is a long term owner of real estate. The first projects developed by the company in Massachusetts in the 1970s are still in the portfolio today! As a long term owner, "success" of our developments is not only measured by economic success, but also by the impact and opportunity delivered to the neighborhood and surrounding community. With extensive experience in transformative urban development, WinnCompanies has a proven track record of conceiving projects that marry public mission with growth and revitalization.

WinnCompanies is planning to collaborate and partner with a non-profit development partner, Self Help Inc.. Self Help is a tremendously successful non-profit organization with a major presence in downtown Durham. For decades, it has made significant investments in the Durham community, in particular as a financier of the real estate that serves as home to small and local businesses like the Durham Co-Op Market. Together, WinnCompanies and Self Help envision for Parcels 300 and 500, a mix of low-income affordable, workforce affordable and market rate housing, over ground floor commercial and retail space. Our plan for the two parcels will deliver 572 apartments (263 market rate and 309 affordable) and approximately 18,000 square feet in total of commercial and retail uses. The product will be high quality and address many of Durham's public interests, as well as the goals laid out in the solicitation.

The total development plan proposes:

Parcel 300 – 102 affordable housing units for households earning a blended average below 60% AMI and 2,584 square feet of ground floor commercial retail space (including area earmarked for daycare), and 97 parking spaces. Parking and commercial owned by the County.





Parcel 500 – Pad “500-A” – 207 affordable housing units for households earning a blended average below 60% AMI and 15,000 square feet of ground floor commercial retail space (condominiumized so as to be extracted from the LIHTC structure and included in the economics of the 500-M deal).

Parcel 500 – Pad “500-M” – 263 market rate housing units.

Parcel 500 – Parking – 1,098 parking spaces owned by the County and developed by the Respondent (for no development fee), of which we expect approximately 620 space to be used by tenants of the Parcel 500 buildings. Respondent proposes a long term lease of 99 years for these parking spaces with a revenue sharing agreement with the County for these spaces as outlined in this submission. Respondent is also open to composing a ‘space-sharing’ arrangement with the County.

We have crafted a **high community impact** development plan that will not only result in a wonderful, mixed use, urban land development project, but will activate East Main Street with vibrancy. The plan will also fulfill the critical ‘Guiding Public Interests’ outlined in the solicitation, as follows.

- **Parking solution for County employees and Health & Human Service Facility**

The proposed plan offers to build both parking structures on behalf of the County, who will own the parking. The parking facilities would be financed by the County but constructed by the Developer for streamlined logistics and efficiency. The Developer would not charge a development fee in connection with this.

- **Increase the availability of affordable housing in downtown Durham for households at 80% AMI or below and in mixed-income, multigenerational setting.**

The proposed plan significantly increases the overall density on both sites from what was provided in the solicitation. Parcel 300 would contain 102 affordable housing units (below 80% AMI) and Parcel 500 would contain 207 affordable housing units (below 80% AMI) and 263 market rate apartment units. The solicitation did not specifically program a senior housing building and thus we did not incorporate this into our plan. To the extent the County desires a senior housing building – affordable and/or market rate – we are interested in working together to bring that vision to fruition. Based on the unit mixes provided at both sites, we believe there are a sufficient number of 1 bedroom and 2 bedroom units available for senior households in either the market rate or affordable buildings, such that a multigenerational setting could naturally occur. Additionally, the design for Parcel 300 currently earmarks interior space for a childcare (with multiple egresses at grade, and direct access to greenspace for a playground) in the commercial retail structure that we propose to be owned by the County.

- **Ground floor commercial and service offerings for tenants and workers in and around the sites and increase activity along East Main Street**

The concept for Parcel 300 includes 2,584 square feet of ground floor commercial space (including the aforementioned daycare location). The concept for Parcel 500 includes 15,000 square feet of ground floor commercial space along East Main Street. Potential uses for those



spaces include public radio lab, micro-enterprise or coworking space, office space for local minority and/or woman-owned small businesses, art gallery, and food market.

- **Efficiently use public investment to maximize public benefits and attract private investment**

WinnCompanies specializes in utilizing Low Income Housing Tax Credits and Tax Exempt Bond structures to create and preserve affordable housing around the country. The proposed capital stack offers an efficient use of County and State funds, on a per unit basis, by using increased density and taking advantage of the non-profit property tax exemption (through non-profit development partner).

Importantly, our design significantly increased the density on Pad 500-M such that we could offer an attractive purchase price to the County in order to allow it to fund the additional affordable units.

- **Focus on pedestrian-scale design that creates vibrant, urban streetscape along East Main Street**

Both concepts include commercial retail space at the ground floor. Additionally, on Parcel 500, we programmed open space at the corner of East Main and S Elizabeth Street.

Winn and Self Help are excited about this opportunity to revitalize East Main Street and bring more vibrancy to this section of downtown Durham that will continue the growth trend of the City while not forgetting about those who live in the community now and want to continue to live in the community for the long term, by offering a mix of affordable housing units and commercial retail space designed for services and uses that serve all members of current and future community. Please feel free to contact me anytime via email at [bmeringoff@winnco.com](mailto:bmeringoff@winnco.com) or via phone at (202) 871-7140. I am honored to make this submission and look forward to the prospect of developing these amazing sites with you!

Sincerely,

WinnCompanies



Brett Meringoff  
Senior Vice President, WinnDevelopment  
T (202) 871-7140



### *Legal Disclaimer*

The information contained herein is based on limited information provided by the solicitor and due diligence performed by the Applicant, therefore the Applicant makes no guarantee, warranty or representation about it. The Applicant has a track record of completing development projects that are similar. Many elements of the enclosed development plan are based on the Applicant's experience, and information that it believes to be accurate to the best of its knowledge. All information contained herein is non-binding and subject to change.

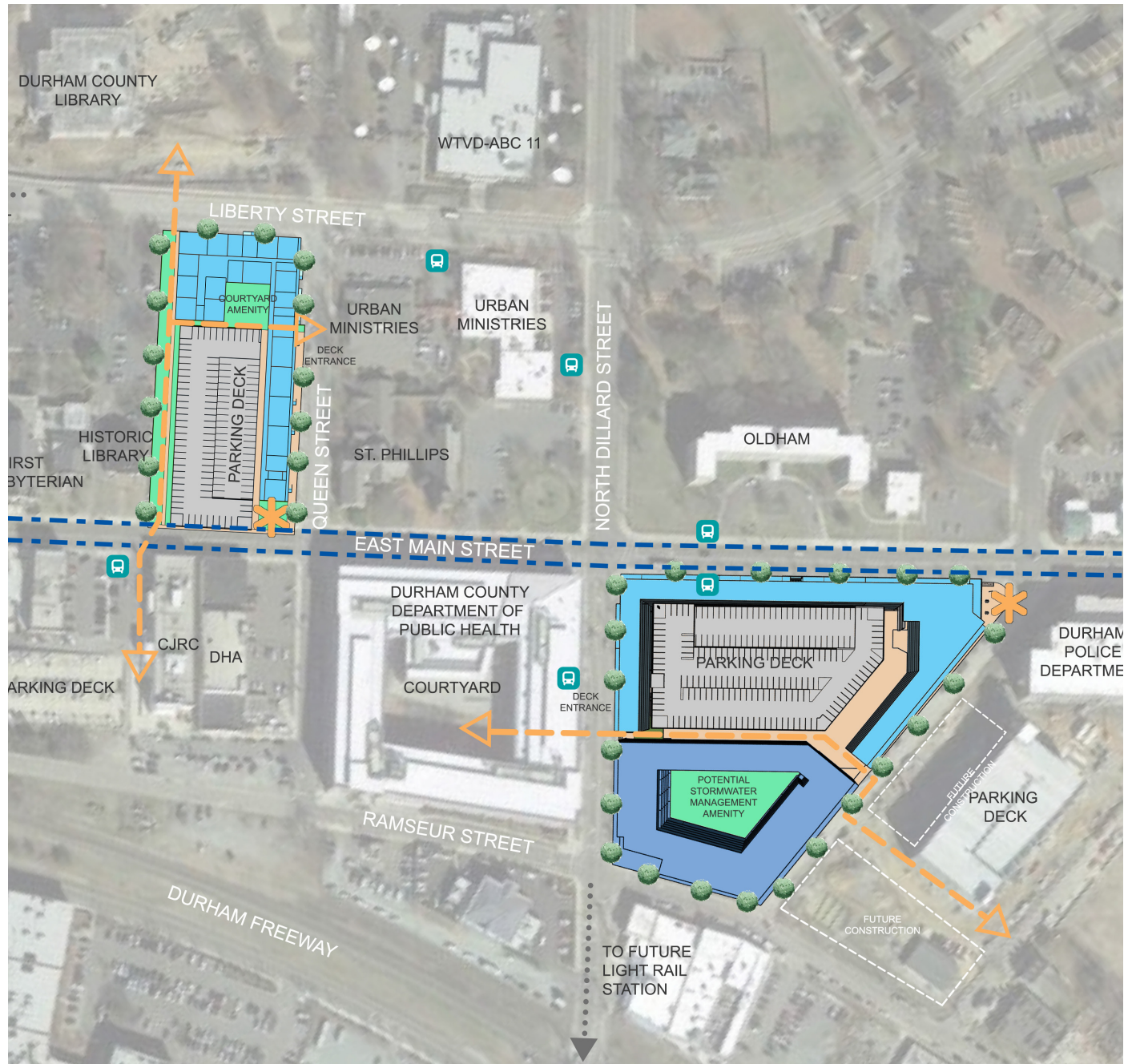




# DEVELOPMENT **PROPOSAL**

# DEVELOPMENT PROPOSAL

1. WinnDevelopment is submitting for development of 300 block (Pad 300) and 500 block (Pads 500-M and 500-A).



Preliminary Site Plan

### *Proposed Access*

1. Site layouts are conceptualized to maximize pedestrian-friendly modes of access with building entrances and walkways positioned to accommodate access to current and potential/anticipated modes of public transportation (i.e. bus, light rail, bike share).
2. The site plan proposes an “outdoor garden” style walkway from East Main Street down Dillard Street in effort to improve what we anticipate to be a very busy corridor between apartment buildings and Durham County Municipal building – improving streetscape in terms of aesthetics, function, and safety –and will tie in residential and commercial components of both buildings as well as recently added bike lanes.
3. Building access and walkways will be established with the intention to improve pedestrian access to St Elizabeth Street in effort to integrate this block between East Main and Ramseur Streets.
4. Buildings will feature bike storage and bike maintenance rooms to improve the resident experience as well as incentive the use of alternative transportation.
5. Both building amenities will include Ride Share lounges with designated pick-up locations where residents can congregate safely while waiting for their vehicle.
6. Site layouts will provide ample space to accommodate bike-share docking stations with WinnCompanies supporting the initiative to introduce/expand this service in the Downtown Durham Area.
7. Flat screen TVs (i.e. Engrain, TransitScreen, and/or Package Concierge media tech) will be furnished in both buildings to notify residents real-time availability and scheduling for nearby public transportation and/or ride-share vehicles available in the area.

### *Parking*

WinnDevelopment proposes developing parking garage for 500 parcel for no Developer Fee which will be financed by the county.

Winn’s assessment of the market concludes that nearby and newly delivered comparable properties such as Bull House, Whetstone, and Van Alen provide covered and/or garage parking to residents at no additional cost. It is worth noting, however, that Van Alen has indicated that while parking is currently offered free of charge, this policy may change as lease-up continues. While we are confident that demand for parking will increase potentially allowing for fee-based service, at this time our outlook is speculative and have therefore assumed no parking-related costs or offsetting revenue in our modeling.

That said, we are open to establishing a lease-back agreement with the county should market conditions shift overtime. Our initial proposal includes 1) revenue share agreement with the county where 50% of revenue achieved from parking is paid to the county, and/or 2) sharing of deck-related maintenance costs commensurate with the market-rate apartment pro-rata share, currently proposed at 20%.

### *Purchase Price (Pad 500-M Only)*

\$4.1 million or approximately \$3.7 million/acre

### *SOG Fee*

We have underwritten a 1.5% contingency fee to SOG, paid concurrent with development fee

### *Earnest Money Deposit:*

\$50,000 refundable deposit, held in escrow at MOU execution. Additional \$100,000 refundable deposit, held in escrow at development agreement execution until conclusion of a standard study period.

### *Timeline*

- a. We believe the timeline proposed is feasible however support compressing the time period between execution of development agreement and groundbreaking as it will improve our ability to mobilize in advance of groundbreaking.
- b. We are in favor of a late Q4 groundbreaking as we anticipate roughly 14 months before initial delivery which would position the property to commence pre-leasing and absorption during optimal leasing season.



## 300 Parcel

102 affordable housing units for households earning a blended average below 60% AMI and 2,584 square feet of ground floor commercial retail space (including area earmarked for daycare), and 97 parking spaces. Parking and commercial owned by the County.

### UNIT MIX

Type	Count	Area	NRSF	Max Rent	U-A	Net Rent
One Bed 30	6	725	4,350	\$847	\$142	\$705
One Bed 60	12	725	8,700	\$907	\$142	\$727
One Bed 80	6	725	4,350	\$1,210	\$142	\$1,015
Two Bed 30	8	950	7,600	\$990	\$179	\$770
Two Bed 60	28	950	26,600	\$1,089	\$179	\$865
Two Bed 80	10	950	9,500	\$1,452	\$179	\$1,209
Three Bed 30	6	1200	7,200	\$628	\$230	\$378
Three Bed 60	18	1200	21,600	\$1,257	\$230	\$976
Three Bed 80	8	1200	9,600	\$1,677	\$230	\$1,375
<b>Total/Average:</b>	<b>102</b>	<b>975.49</b>	<b>99,500</b>	<b>\$1,137</b>	<b>\$186</b>	<b>\$905</b>

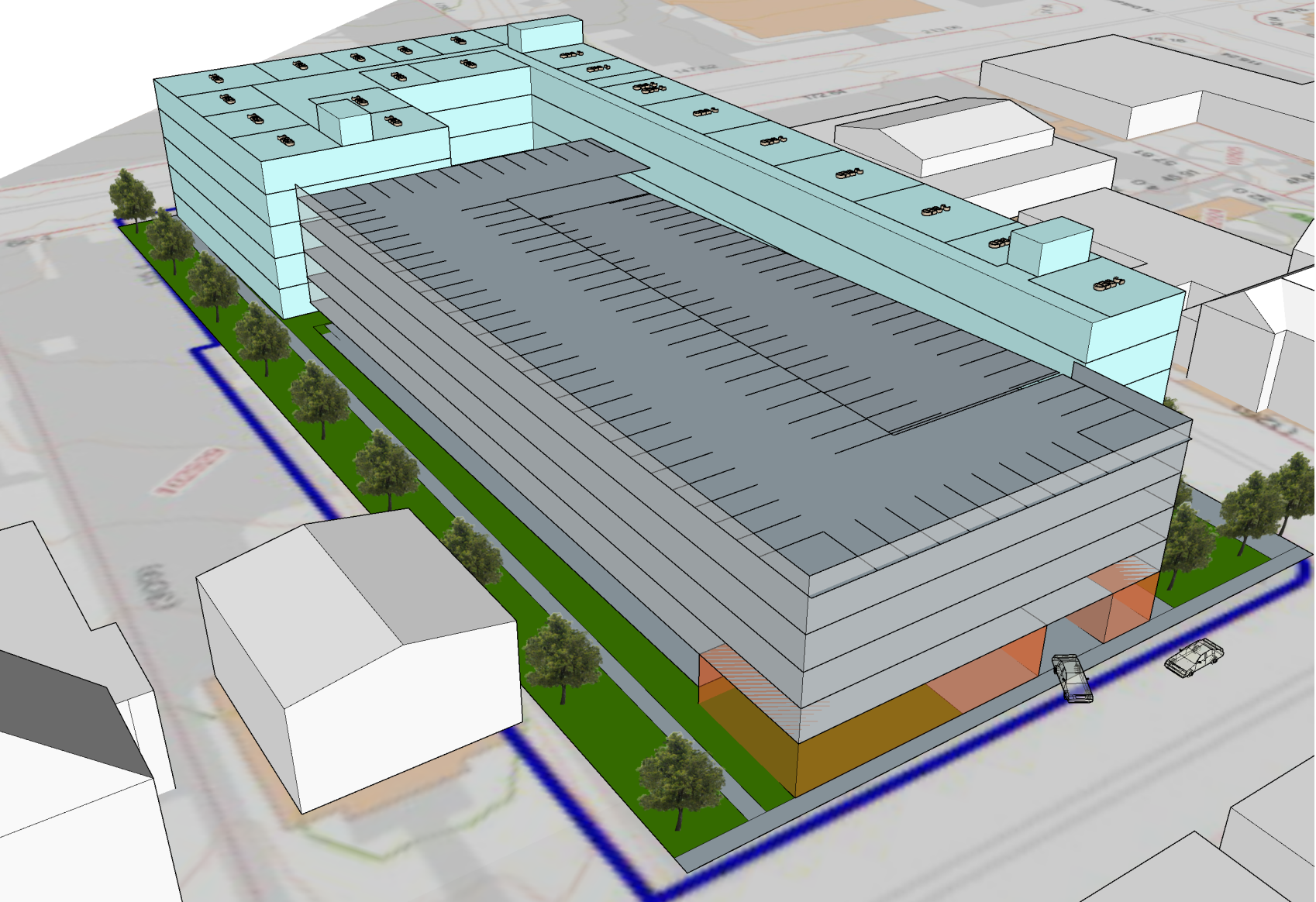
Common Area: 1,500 4,084  
Commercial: 2,584

Approx RPF (NNN): \$15  
Comm Rent Potential: \$38,760

### 300 SOURCES & USES

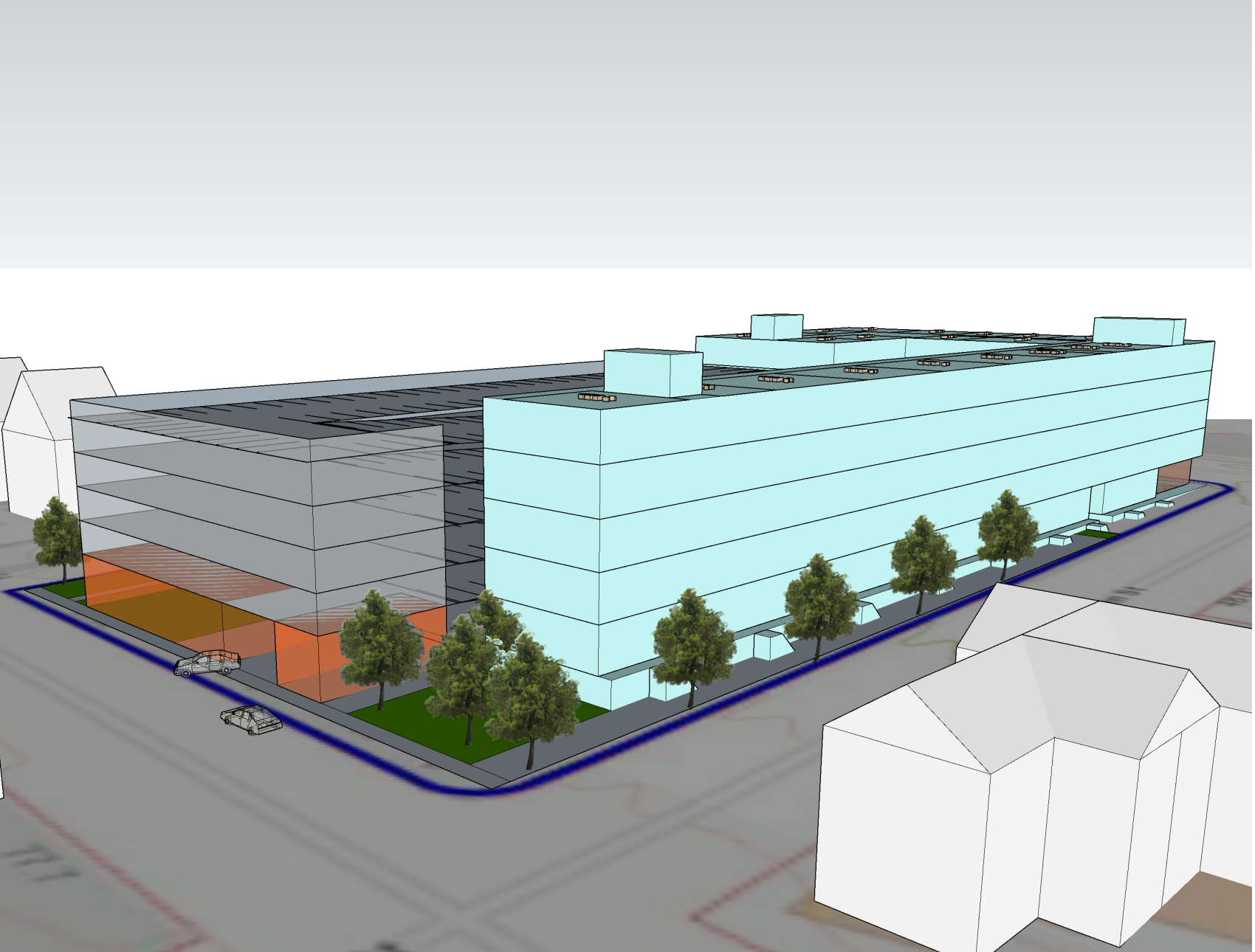
Sources	%	Amount
Investor Equity	29%	\$5,817,151
Tax-Exempt Permanent Loan	39%	\$7,900,000
County of Durham	22%	\$4,370,000
NCHFA WHLP	10%	\$2,000,000
Deferred Developer Fee	1%	\$227,458
<b>Total Sources</b>	<b>100%</b>	<b>\$20,314,609</b>

Uses	%	Amount
Acquisition Costs	0%	\$1
Hard Costs	77%	\$15,607,778
Total Soft Costs	23%	\$4,706,830
<b>Total Uses</b>	<b>100%</b>	<b>\$20,314,609</b>









## 500-A Parcel

Pad “500-A” – 207 affordable housing units for households earning a blended average below 60% AMI and 15,000 square feet of ground floor commercial retail space (condominiumized so as to be extracted from the LIHTC structure and included in the economics of the 500-M deal).

### UNIT MIX

Type	Count	Area	NRSF	Max Rent	U-A	Net Rent	Parking
Studio 30	13	500	6,500	\$847	\$142	\$705	23
Studio 60	26	500	13,000	\$907	\$142	\$727	46
Studio 80	13	500	6,500	\$1,210	\$142	\$1,015	23
One Bed 30	26	680	17,680	\$990	\$179	\$770	46
One Bed 60	52	680	35,360	\$1,089	\$179	\$865	91
One Bed 80	26	680	17,680	\$1,452	\$179	\$1,209	46
Two Bed 30	12	920	11,040	\$628	\$230	\$378	21
Two Bed 60	26	920	23,920	\$1,257	\$230	\$976	46
Two Bed 80	13	920	11,960	\$1,677	\$230	\$1,375	23
<b>Total/Average:</b>	<b>207</b>	<b>694</b>	<b>143,640</b>	<b>\$1,123</b>	<b>\$182</b>	<b>\$896</b>	362

Common Area:	18,015	4,084	Approx RPF (NNN):	\$19	\$20
Commercial:	15,000		Comm Rent Potential:	\$285,000	\$0

### 500-A SOURCES & USES

Sources	%	Amount
Investor Equity	38%	\$12,632,337
Tax-Exempt Permanent Loan	41%	\$13,450,000
County of Durham	18%	\$5,865,000
Deferred Developer Fee	3%	\$1,129,628
<b>Total Sources</b>	<b>100%</b>	<b>\$33,076,965</b>

Uses	%	Amount
Acquisition Costs	0%	\$1
Hard Costs	79%	\$25,992,494
Total Soft Costs	21%	\$7,084,470
<b>Total Uses</b>	<b>100%</b>	<b>\$33,076,965</b>

## 500-M Parcel

263 market rate housing units.

### UNIT MIX

Type	Count	Area	NRSF	Avg Rent	GPR	Parking
Studio	67	500	33,500	\$1,225	\$142	48
One Bed	126	682	85,932	\$1,575	\$179	120
Two Bed	70	930	65,100	\$1,950	\$230	100
<b>Total/Average:</b>	<b>263</b>	<b>702</b>	<b>184,532</b>	<b>\$1,586</b>	<b>\$183</b>	<b>267</b>

Common Area: 6,380

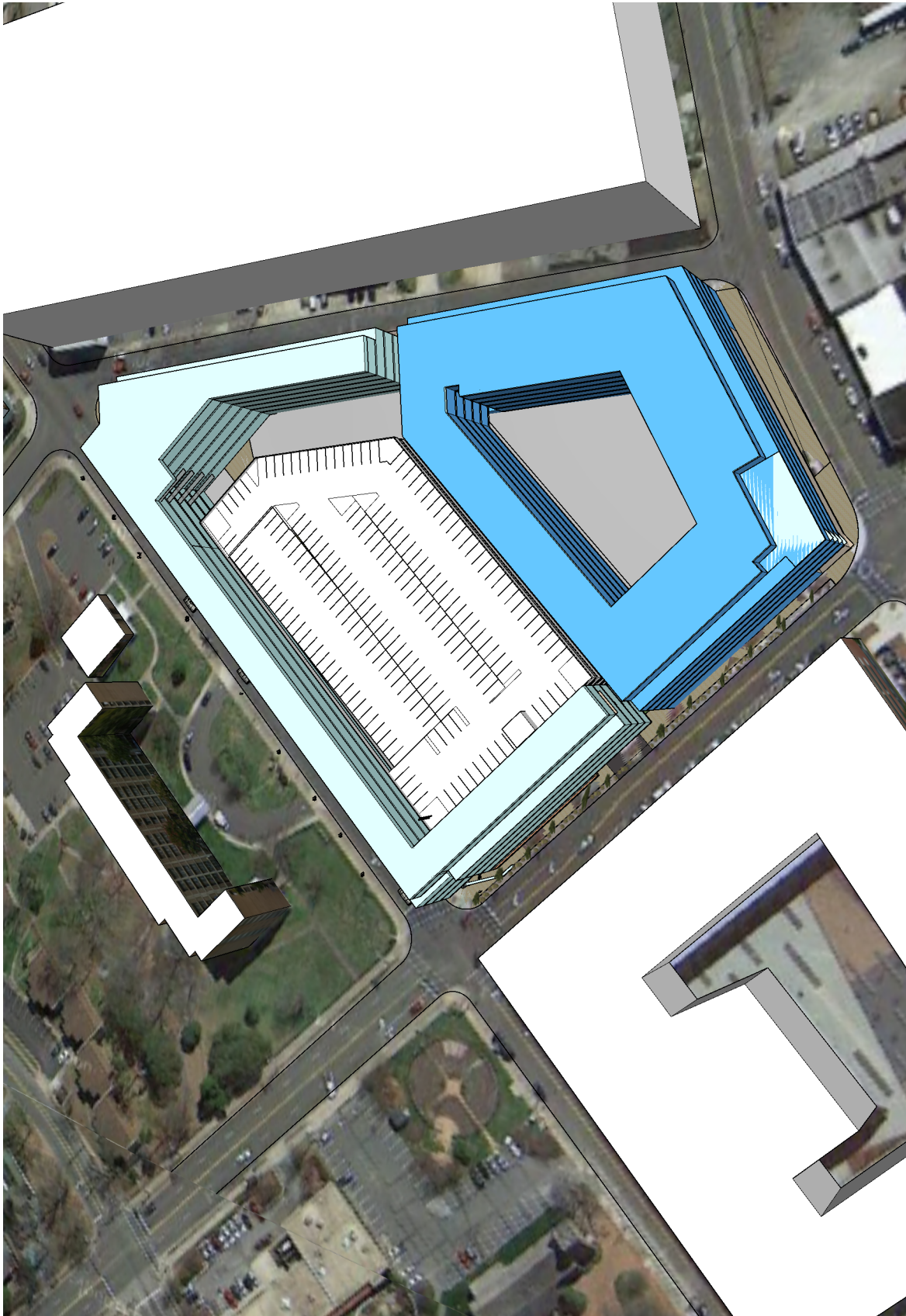
Rooftop Amenity: 2,367

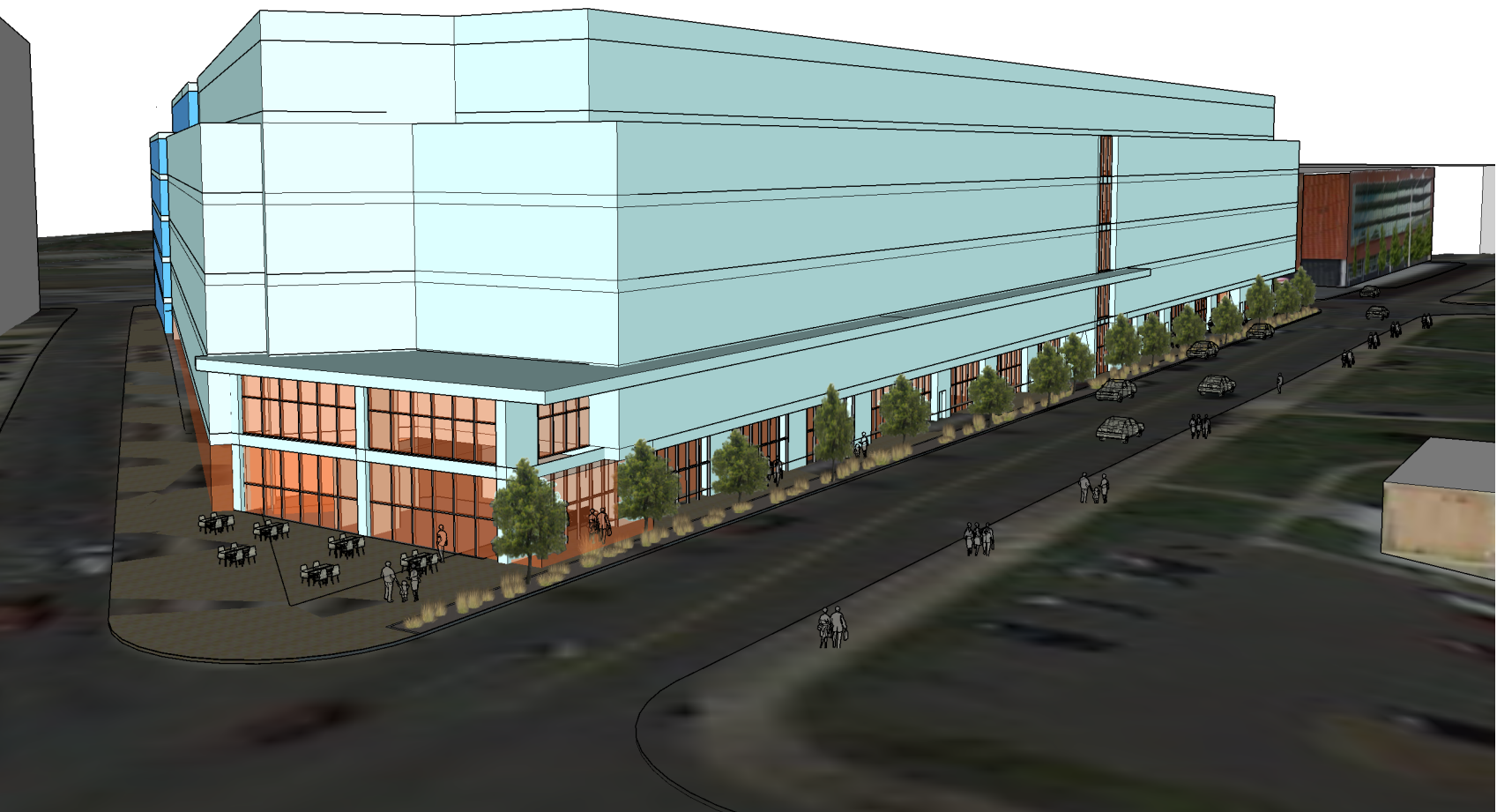
### 500-M SOURCES & USES

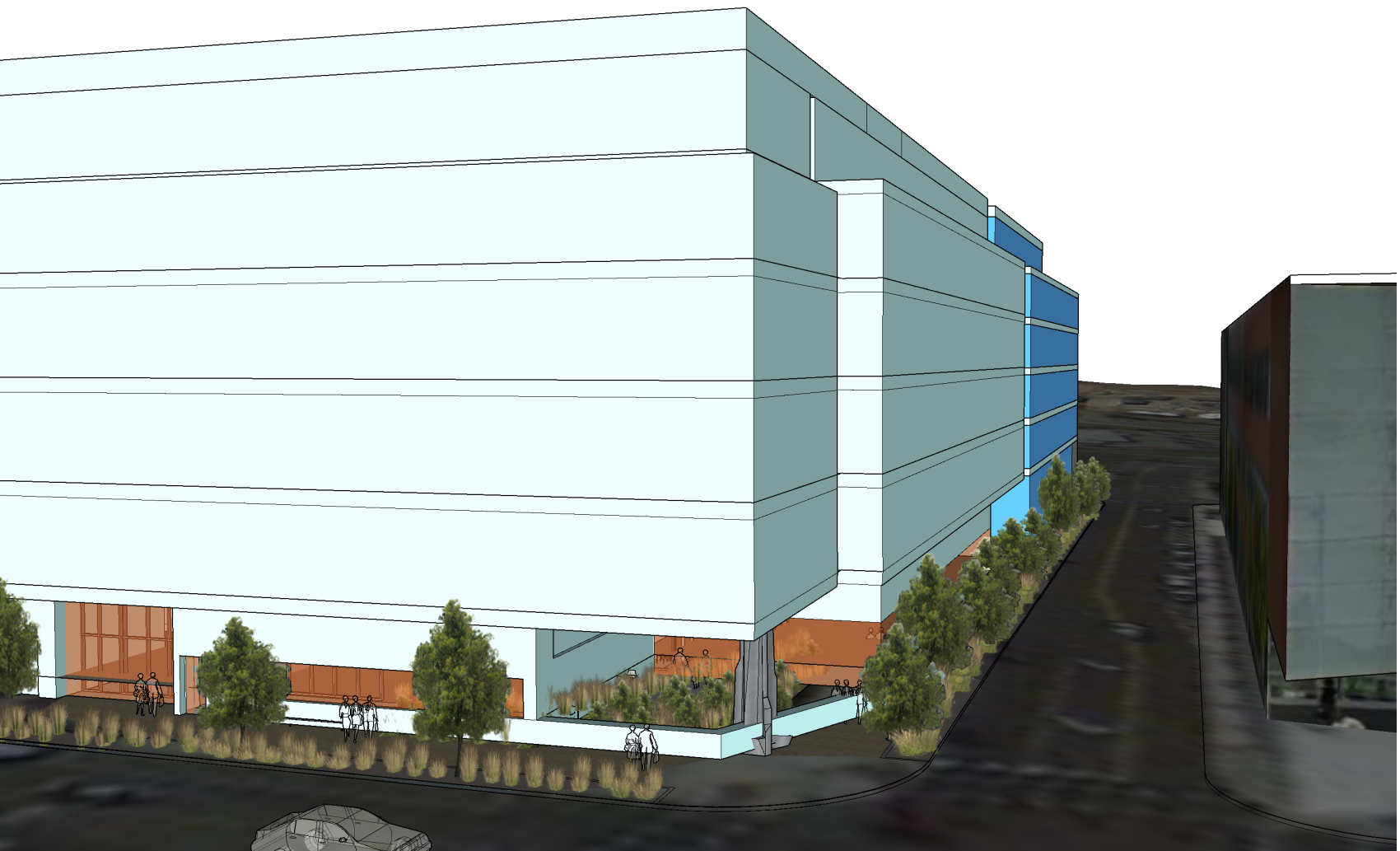
Sources	%	Amount
Equity	27%	\$14,870,716
Debt	73%	\$40,451,889
<b>Total Sources</b>	<b>100%</b>	<b>\$55,322,605</b>

Uses	%	Amount
Acquisition Costs	7%	\$4,100,000
Total Hard Costs	71%	\$39,516,483
Building Hard Costs		\$36,729,984
FF&E		\$350,000
Contingency		\$1,836,499
Retail Tenant Improvements		\$600,000
Total Soft Costs	11%	\$6,338,713
Architectural & Engineering		\$1,580,659
Legal & Accounting		\$200,000
Insurance		\$500,000
Due Diligence		\$100,000
Fees		\$539,544
Contingency		\$170,127
Operating Reserve		\$519,350
Leasing Commissions		\$194,939
Developer Fee		\$1,836,499
Construction Management Fee		\$734,600
Capitalized Financing Costs	8%	\$4,549,834
DFI Fee	1%	\$817,575
Total Uses	100%	\$55,322,605









# QUALIFICATIONS & **EXPERIENCE**

## QUALIFICATIONS

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- A. LETTER OF INTRODUCTION
- B. DEVELOPER QUALIFICATIONS
- C. DEVELOPMENT TEAM
- D. MIXED INCOME/MIXED USE EXPERIENCE
- E. PUBLIC SECTOR PARTNERSHIPS
- F. SUSTAINABLE DEVELOPMENT
- G. PRESENCE IN NORTH CAROLINA
- H. MWBE GOALS
- I. EXPERIENCE & REFERENCES
- J. FINANCIAL STABILITY



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## DEVELOPER QUALIFICATIONS

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WinnCompanies is an award-winning national, multifamily development and management company dedicated to the highest standards of excellence. Through its affiliates – WinnDevelopment, WinnResidential and WinnResidential Military Housing Services, the company acquires, develops and manages affordable, senior, mixed-income, market rate, military and mixed use properties from coast to coast. Founded in 1971, WinnCompanies and its 3,000 team members manage approximately \$14 billion of assets in 22 states and the District of Columbia. No other company in the United States has won more awards for residential adaptive reuse development.

### *WinnCompanies is a long-term owner.*

WinnDevelopment brings an experienced owner's perspective to its work. As of January 1, the company owns 107 properties, totaling nearly 13,709 units, in 10 states and the District of Columbia. All of these multifamily communities are the result of WinnDevelopment's work through new construction or acquisition and rehabilitation.

WinnCompanies seldom sells a property that it has developed. The five developments in Massachusetts that started WinnCompanies in 1970s remain in the company's portfolio today. For example, the company has owned and managed communities in Washington, D.C., since 1985, in Pennsylvania since 1993, and in Virginia since 2001.

*If we are fortunate enough to be selected as the development partner for this assignment, WinnDevelopment intends to be a long-term owner of the property.*

### *WinnCompanies invests in its properties.*

Not only is WinnCompanies a long-term owner of its developments, it is committed to maintaining the quality and affordability of the properties in its portfolio. In its 48-year history, the company has never missed a mortgage payment.

Since July 2014, WinnCompanies has overseen the completion of more than 17 occupied rehab projects – totaling more than 2,897 units – at its owned properties in six states and the District of Columbia, with total development costs of more than \$335 million.

WinnDevelopment currently has more than 1,700 residential units under development in five states and more than 1,000 units in pre-development stages in three states. The company's recent work has focused on large scale mixed-use and mixed-income developments, working with public sector partners to strengthen the quality of life in their communities.

### *WinnCompanies cares about the communities where it operates.*

Although WinnCompanies operates as a for-profit company, it is proud to behave as a mission-driven organization. The company and its team members believe in the obligation to act responsibly, with honesty, and to make positive contributions to the communities and the industry in which we do business.

The company demonstrates its social responsibility through direct support for charitable causes, volunteering and community service, investment in minority and women-owned businesses, and scholarships to promote academic advancement among the residents of the properties it manages.

WinnCompanies is one of the nation's largest providers of housing-based services for low-income individuals and families. In partnership with non-profit organizations nationwide, the company was able to help deliver important social services to more than 50,000 residents in 2018.

## *WinnDevelopment*

WinnDevelopment, the company's development arm, has earned a national reputation for excellence in acquiring, developing and rehabilitating affordable, senior, mixed-income, market rate, and commercial properties. Over the years, it has acquired and developed holdings valued at more than \$3 billion across 10 states.

Over the course of its 48-year history, WinnDevelopment has partnered with numerous public and quasi-public agencies to leverage private market and programmatic funding for the financing, planning and construction of development projects that address all income levels. The company offers unmatched expertise at assembling innovative combinations of public and private financing, targeting small and large-scale properties and urban developments.

WinnDevelopment has 50 employees and is expert at site planning, securing entitlements, community outreach, and construction. Development partners trust WinnCompanies with their projects because the company is highly selective and focused on quality. It only buys, develops and manages three to four properties each year, focusing on the affordable, middle income, market rate, mixed income and mixed use categories.

The company has developed and managed tens of thousands of market-rate, workforce and affordable housing units and more than 1 million square feet of mixed use developments that include retail and commercial uses up and down the East Coast. In addition, WinnDevelopment has improved or converted more than 5 million square feet of property into prime space for a wide range of businesses and commercial properties.

WinnDevelopment has always been known for its track record of successful affordable development ventures. It is also one of the industry's leading advocates for workforce housing, arguing for the creation of specific federal and state legislation and financing programs to stimulate the development of this much-needed option. In every state where WinnCompanies operates, the company has seen an increasing share of individuals and families who not only have been priced out of metropolitan markets but who also do not qualify for traditional affordable housing subsidies.

Recent projects have included funding from purely market/conventional sources of debt and equity, tax exempt bonds, low-income tax credits, new market tax credits and historic tax credits. The unit and income mix, complex design integration and unique financing are evidence of the company's ability to carry out projects of similar size and scope.

WinnDevelopment is committed to sustainable development that meets the economic, environmental, and social needs of communities. It embraces environmentally responsible decisions, and is recognized in the multifamily industry as a leader in green development and the utilization of renewable energy – especially as a pioneer of community solar projects to provide clean energy benefits to affordable rental communities.

WinnDevelopment is an award-winning national leader in the adaptive reuse of historic properties and landmark structures. During the past three decades in Mid-Atlantic and the Northeast, we have transformed 30 vacant historic properties into more than 3,200 units of mixed-income housing in mixed-use communities now valued at \$500 million.



*The Watson - Quincy, MA*



*Samuel Kelsey - Washington, DC*

## *WinnResidential*

WinnResidential, the property management arm of WinnCompanies, is the nation's sixth largest multifamily housing manager, the largest manager of affordable housing and the largest operator of LIHTC units in the United States

In addition to its affordable housing credentials, the company's expertise in institutional quality, Class A market-rate housing and our integrated management experience enables our teams to take on complex lease ups through stabilization and disposition.

In the past decade, WinnResidential has partnered with more than 60 institutional-quality market rate developers to help create more than 9,000 apartments. Nearly 60 percent of these properties were Class A infill assets located in urban core markets.

Thanks to a strong, experienced focus on operational priorities, including operating and capital budgets, NOI optimization, maintenance, emergency response, and rent capture, clients continue to hire WinnResidential to manage their properties year after year.

The company's shared operational services structure, including accounting, marketing, technology and compliance, can help produce savings. For example, the company's national procurement program, in which clients can take advantage of preferred relationships with some four dozen brand name vendors, works to secure the best possible prices for goods and services.

WinnResidential provides full service consulting for new developments, from design through branding, marketing, lease-up and stabilization. Backed by more than four decades of experience in owning and managing all classes of properties, WinnResidential has partnered with third-party developers in the construction, delivery and lease-up of 120 properties nationwide since 2007.



*The Residences at Portwalk - Portsmouth, NH*



*Halstead Malden Square - Malden, MA*



Our commitment to development and management excellence is evidenced by numerous industry accolades:

## 2019

Preservation Massachusetts  
Paul & Niki Tsongas Award  
Jackson Street Lofts, Lowell, MA

Preservation Massachusetts  
Paul & Niki Tsongas Award  
Jackson Street Lofts, Lowell, MA

## 2018

NAIOP Upstate New York  
Best Historic Adaptive Reuse Award  
Sibley Square, Rochester, NY

National Affordable Housing Management Association (NAHMA)  
Communities of Quality Award for Turnaround of a Troubled Property  
Atlantic Apartment Homes, Washington, DC

Affordable Housing Finance Magazine  
Readers' Choice Award for Mixed Use  
Sibley Square, Rochester, NY

MultiHousing News Excellence Award  
Property Management Company of the Year  
Island Palm Communities, Oahu, HI

MultiHousing News Excellence Award  
Value-Add Renovation  
Halstead Malden Square, Malden, MA

Multifamily Executive Award  
Adaptive Reuse  
Residences at Mill 10, Ludlow, MA

Massachusetts Historical Commission Preservation Award  
Best Adaptive Reuse  
Yarn Works, Fitchburg, MA

Preservation League of New York State  
Excellence Award for Historic Preservation  
Sibley Square, Rochester, NY

Preservation Alliance of Philadelphia  
Preservation Achievement Award for Economic Development  
Breslyn House, Philadelphia, PA

Connecticut Apartment Association  
Nutmeg Award for Maintenance Shop of the Year  
Westgate Apartments, West Hartford, CT

## 2017

New Jersey Apartment Association (NJAA)  
Garden State Award of Excellence in Green Building  
City Crossing, Jersey City, NJ

Affordable Housing Tax Credit Coalition  
Charles L. Edson Tax Credit Excellence Award for HUD Preservation  
Livingston School Apartments, Albany, NY



*Sibley Square - Rochester, NY*



*Island Palm Communities - Oahu, HI*



*Halstead Malden Square - Malden, MA*

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## DEVELOPMENT TEAM

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### *Development Team*

WinnCompanies will lead the development team, featuring a combination of property development and property management executives with close to 200 years of collective experience to bring to bear on this important project.

- » WinnCompanies CEO **Gilbert J. Winn**;
- » WinnDevelopment President and Managing Partner **Lawrence H. Curtis**;
- » WinnCompanies Chief Operating Officer **William Wollinger**
- » WinnDevelopment Senior Vice President **Brett Meringoff**, who is based in the company's mid-Atlantic offices;
- » WinnResidential President **Patrick Appleby**; and,
- » WinnResidential Executive Vice President **Terri Benskin**, the executive who would oversee this project from a property management perspective in the planning stages through lease-up and stabilization.

### *Development Partner: Self-Help*

Founded in 1980 and headquartered in Durham, Self-Help is a family of non-profit organizations that works to create and protect ownership and economic opportunity for all.

Self-Help takes a unique approach to real estate development. It believes real estate can play a key role in revitalizing communities and supporting local economies. It takes on complex projects that most market developers avoid. It works hard to ensure space is available and affordable for small businesses and non-profits, and often works in downtown centers.

Using tools such as complex tax credit financing, public-private partnerships, private debt, philanthropic funding, and its own equity, Self-Help has completed more than 1.5 million square feet of development. Its 25 projects, which have included a mix of renovations and new construction, have attracted commercial reinvestment to disinvested neighborhoods, restored important historic buildings, and sparked further investment. Self-Help's recent investments include:

- » Through its partnership with DHIC, Inc., a Raleigh-based affordable housing developer, Self-Help is a member of the joint venture working on Willard Street Apartments, a 82-unit low-income housing tax credit (LIHTC) development next to the Durham Transit Station. The partnership was awarded tax credits in August 2018 and expects construction to be completed on the affordable housing, ground floor retail space, and podium parking deck by December 2020.
- » The Angier Business & Children's Center, which breathed new life into one of Durham's disinvested neighborhood business districts. The \$11 million project includes a collection of five buildings totaling 45,000 square feet, which Self-Help restored utilizing state and federal Historic Tax Credits, New Markets Tax Credits, a City economic development grant, philanthropic funds and Self-Help debt and equity. The development is now home to a wide variety of small businesses, including start-ups, and nonprofit space users. Many tenants are people of color, and specific businesses in the project include a pharmacy, clothing shop, fitness studio, childcare center and more.



- » Revolution Mill in Greensboro, a historic textile mill featuring more than a half million square feet of mixed use development. Self-Help is well underway renovating this campus into a combination of residential, restaurant, retail and office uses. It is among the largest historic renovation projects in North Carolina, and has helped transform a formerly neglected part of the city into a new hub for activity.

#### Self-Help Team Members

- » **Martin Eakes**, Chief Executive Officer
- » **Tucker Bartlett**, Executive Vice President
- » **Brika P. Eklund**, Director of Real Estate, Team Leader
- » **Dan Levine**, Director of Business Development and Project Management

#### *Architect: MHAworks*

MHAworks is a progressive architecture firm headquartered in downtown Durham for almost two decades. Founded in 1988, the company has a 50-person staff. The strength of MHAworks' team is supported by years of experience within the field of architecture and interior design. This experience, combined with a collaborative design approach with clients, provides a strong foundation for its services.

Providing incomparable service to their clients is at the core of the firm. MHAworks maintains a conscience effort of always providing the best possible client services at any cost. With more than 80 percent of its clients offering repeat business opportunities, the firm sees its commitment to service, excellence, and collaboration with clients as the pathway to successful projects.

MHAworks has spent the last two decades working directly in Durham. It has completed work for local municipalities like the City of Durham, Durham County, and the Housing Authority. MHAworks also works for non-profits like Self Help, CASA, Trosa, and Duke University, and with the private sector from Capitol Broadcasting (American Tobacco), to more than two dozen private developers. Currently they have close to 30 different active projects in Durham County, with most located in Downtown Durham.

Aside from this, MHAworks has built a leading studio in mixed-use and multi-family design. We have experience in affordable housing developments and LIHTC qualifying projects, to private market-rate apartments and condominiums. Currently, MHAworks is actively working on 36 mixed-use / multi-family projects throughout North Carolina, with 13 located in Durham.

This is MHAworks first time working with WinnDevelopment. The firm has worked successfully with many other affordable housing developers in the past and has a deep relationship with all other project team members.

#### MHAworks Team Members

- » Project Architect – **Andy King**, AIA, NCARB, LEED AP
- » Project Manager – **Jared Martinson**, MArch, AIA, NCARB
- » Technical Architect – **Loren Brandford**, MArch, AIA, CPHD, LEED AP

#### *Engineering: Coulter Jewell Thames*

The principal owners of Coulter Jewell Thames (CJT) are licensed engineers, surveyors and landscape architects who offer more than 95 years of combined experience in the profession on projects across North Carolina, particularly in the Triangle Area and surrounding counties. The firm has a proven track record of successfully helping clients to understand the problems at hand and to focus resources to making improvements based on a high benefit to cost ratio. The CJT client base is a combination of municipalities, county governments, universities, schools, churches and private developers. Its public sector clients have included the City of Durham, Durham County, the City of Roxboro, Person County, Orange County, Town of Hillsborough, Town of Chapel Hill, Town of Carrboro, Town of Cary and the Town of Louisburg.

The firm's collective experience of principals and employees includes site selection and analysis, Master Planning, design of athletic fields, parks, parking areas and courtyards, trails, greenways, surveying, mapping, streets, pavement design, storm drainage, hydrology/hydraulic studies, erosion control, planning, economic evaluations/estimates of cost, the planning and design of water and wastewater treatment plants, pump stations, force mains, sanitary sewer interceptor/collection lines, water feeder/distribution mains, as well as many other professional services.

#### CJT Team Members

- » **Daniel Jewell**, president
- » **Jeremy Anderson**, landscape architect
- » **Preston Royster**, project engineer

*Biographies of WinnCompanies team members, as well as biographies and additional background on Self-Help, MHAworks and CJT can be found in the Appendix.*

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## MIXED-INCOME & MIXED-USE EXPERIENCE

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The recent work of WinnDevelopment has focused on large scale mixed-use and mixed-income developments; and, the acquisition, rehabilitation and repositioning of under-valued multifamily properties, working with private owners and/or public sector partners to strengthen communities and their quality of life. Our teams are well-equipped to handle complex financing structures and variable timelines.

The company has developed and managed tens of thousands of market-rate, workforce and affordable housing units and more than 1 million square feet of mixed use developments that include retail and commercial uses up and down the East Coast of the United States

Our property management company, WinnResidential, has developed and manages dozens of mixed use properties in the Mid-Atlantic and Northeast featuring a wide range of non-residential tenants, ranging from retail food establishments, banks and yoga studios to healthcare providers, government agencies and academic research institutions.

The company manages 294 non-residential tenant spaces accounting for 1.3 million square feet of space in its active portfolio. Properties owned by WinnCompanies are subset of that total, accounting for 52 of the non-residential tenants occupying 752,000 square feet of space in owned mixed-used properties.

Examples include:

- » **Sibley Square** in Rochester, NY, which includes 280 affordable, middle income and market rate apartments, as well as more than 400,000 square feet of office space; 75,000 square feet of retail, and 68,000 square feet of high-tech incubator space. Uses at this property include a university-affiliated technology incubator, a private elementary school, a bank branch, a police substation, a healthcare provider for seniors and much more;
- » **808 Memorial Drive** in Cambridge, MA, which includes 300 LIHTC units along with 14 commercial tenants occupying 45,000 square feet of space, including a technology vendor, a venture capital firm and a private elementary school;
- » **777 Main Apartments** in Hartford, CT, which features 284 market rate apartment and 14,615 square feet of commercial space occupied by eight tenants, including a CVS Pharmacy, yoga studio and coffee shop;
- » **Samuel Kelsey Apartments**, a 150-unit LIHTC and Section 8 residential property for seniors that includes 10 ground-floor retail spaces occupying 31,274 square feet; and,
- » **Castle Square Apartments** in Boston, MA, which has 500 LIHTC and Section 8 apartments along with 17 commercial tenants occupying 38,355 square feet, including a dental office, bicycle shop and a gym.

WinnResidential provides the typical professional management services, including rent collection from tenants, maintenance, compliance, support and execute lease negotiation, tenant complaints, insurance, reviewing financial statements, developing a budget, managing bank accounts, supporting tenant lease negotiations, and handling requests for operational improvements.

A detailed list of recent WinnDevelopment LIHTC projects can be found on the following pages.

Project	Location	Tax Credit Investor	Tax Credit Pricing	Per Unit Cost	# Units	Type of Housing	Income Groups	Federal LIHTC Annual Allocation	TDC	Construction Duration
Projects Completed in 2018										
560 Prospect - Phase I	Pawtucket, RI	WNC	FLIHTC - \$1.0175 FHTC - \$1.02	\$181,899	101	Family Affordable	"40% @ 60% AMI 60% @ 50% AMI"	\$294,399	\$14,100,000	14 months
Atlantic Gardens	Washington, DC	Boston Financial	FLIHTC - \$1.105	\$309,752	108	Family Affordable	"85% @ 30% AMI 11% @ 50% AMI 3 @ 80% AMI"	\$843,314	\$33,500,000	20 months
Atlantic Terrace	Washington, DC	Boston Financial	FLIHTC - \$1.13	\$273,332	195	Family Affordable	All Project-Based Section 8	\$1,051,146	\$53,500,000	22 months
Bridgeton Villas - Phase II	Bridgeton, NJ	Aegon	FLIHTC - \$0.96	\$269,643	56	Family Affordable	100% @60% AMI	\$664,765	\$15,100,000	7 Months
Cobbet Hill	Lynn, MA	Boston Financial, Commerce Insurance	FLIHTC - \$1.02 FHTC - \$0.99 SHTC - \$0.91	\$241,255	117	Family Affordable	"75% @ 60% AMI 25% @ 90% AMI"	\$712,832	\$26,000,000	18 months
Hilltop Apartments	Washington, DC	Bank of America	FLIHTC - 1.10	\$254,169	108	Family Affordable	69% @ 60% AMI 17% @ 80% AMI 14% @ Market	\$605,360	\$27,450,000	13 months
Sibley Affordable	Rochester, NY	RBC	FLIHTC - \$0.97 FHTC - \$1.00	\$394,850	72	Senior Affordable	74% @ 60% AMI 25% @ 90% AMI 1% @ 50% AMI (HOME)	\$1,854,481	\$28,400,000	14 months
The Watson	Quincy, MA	AMICA Insurance	FLIHTC - \$0.80 HDIP - \$0.92	\$320,000	140	Family Affordable, Middle-Income	60% @ 110% AMI 20% @ 50% AMI 20% @ Market	\$293,000	\$43,000,000	16 months

Project	Location	Tax Credit Investor	Tax Credit Pricing	Per Unit Cost	# Units	Type of Housing	Income Groups	Federal LIHTC Annual Allocation	TDC	Construction Duration
Projects Completed in 2017										
Adden Lofts	Lowell, MA	Bank of America	FHTC - \$0.99 SHTC - \$0.965 HDIP - \$0.96	\$308,976	75	Family Affordable, Middle-Income	"97% @ Market 3% @ 80% AMI"	N/A	\$24,000,000	11 months
Bridgeton Villas - Phase I	Bridgeton, NJ	Aegon	FLIHTC - \$0.95	\$192,189	100	Family Affordable	100% @50% AMI	\$276,985	\$20,000,000	8 months
Cedars at Chili	Rochester, NY	Bank of America	FLIHTC - \$1.045	\$176,808	320	Family Affordable	"90% @ RAD 110% FMR 10% @ 90% AMI"	\$1,317,096	\$57,000,000	20 months
City Crossing	Jersey City, NJ	The Richman Group	FLIHTC - \$1.1425 ERG - \$0.92	\$307,230	131	Family Affordable	99% Project-Based Section 8 1% @ 60% AMI	\$1,272,810	\$40,200,000	8 months
E.B. McNitt Apartments	New Brighton, PA	RBC	FLIHTC - \$0.985	\$169,280	101	Senior Affordable	"97% @ 60% AMI 3% @ Market"	\$1,097,959	\$18,000,000	14 months
Trails at Malone	Malone, NY	Bank of America	FLIHTC - \$0.99	\$153,717	128	Family Affordable	100% @ RAD 60% AMI	\$896,832	\$20,000,000	11 months
Residences at Mill 10	Ludlow, MA	Bank of America	FLIHTC - \$1.02 SLIHTC - \$0.74 FHTC - \$1.02 SHTC - \$0.90	\$370,604	75	Senior Affordable	68% @ 60% AMI 15% HOME & PBV 12% @ Market 5% @ 30% AMI	\$350,374	\$28,000,000	14 months
Schoolhouse Apartments	Waterbury, CT	Boston Financial	FLIHTC - \$1.02 FHTC - \$1.02 SHTC - \$1.02	\$170,166	213	Family Affordable	"75% @< 60% AMI 25% @< 25% AMI"	\$950,479	\$35,500,000	15 months
Yarn Works	Fitchburg, MA	Boston Financial , Bank of America	FLIHTC - \$1.03 SLIHTC - \$0.75 FHTC - \$1.03 SHTC - \$0.90	\$400,659	96	Family Affordable	60% @ Market 30% @ 60% AMI 10% @ 30% AMI	\$886,070	\$38,500,000	16 months



Project	Location	Tax Credit Investor	Tax Credit Pricing	Per Unit Cost	# Units	Type of Housing	Income Groups	Federal LIHTC Annual Allocation	TDC	Construction Duration
Projects Completed in 2016										
Breslyn House Apartments	Philadelphia, PA	Bank of America	FLIHTC - \$0.9975 FHTC - \$0.9975	\$240,824	60	Family Affordable	All Project-Based Section 8	\$621,773	\$14,700,000	13 months
Livingston School	Albany, NY	Boston Financial	FLIHTC - \$0.935 SLIHTC - \$0.65 FHTC - \$0.9925 SHTC - \$0.85	\$291,927	103	Senior Affordable	"75% @ 60% AMI 25% @ 90% AMI"	\$1,358,017	\$26,000,000	18 months
Projects Completed in 2015										
Counting House Lofts	Lowell, MA	Bank of America	FLIHTC - \$0.985 SLIHTC - \$0.72 FHTC - \$0.96 SHTC - \$0.915	\$399,916	52	Family Affordable	"12% @ 30% AMI 38% @ 60% AMI 50% @ Market"	\$527,792	\$35,800,000	16 months
Malden Mills II	Lawrence, MA	WNC	FLIHTC - \$0.9975 SLIHTC - \$0.76 FHTC - \$0.9975 SHTC - \$0.93	\$396,408	62	Family Affordable	8% @ 30% AMI, 92% @ 60% AMI	\$1,062,808	\$24,800,000	17 months
North Village	Webster, MA	Boston Financial	FLIHTC - \$0.935	\$155,671	134	Family Affordable	All Project-Based Section 8	\$553,000	\$20,900,000	15 months
Watertown Crossing	Waterbury, CT	Boston Financial	FLIHTC - \$0.93	\$164,814	108	Family Affordable	All @ 60% AMI	\$520,721	\$17,800,000	15 months

Project	Location	Tax Credit Investor	Tax Credit Pricing	Per Unit Cost	# Units	Type of Housing	Income Groups	Federal LIHTC Annual Allocation	TDC	Construction Duration
Projects Completed in 2014										
The Lofts at Boott Mills	Lowell, MA	PNC Bank	FHTC - \$1.21 NMTC - \$0.73	\$461,538	78	Family Affordable	"4% @ 50% AMI 17% @ 80% AMI 79% @ Market"	\$293,049	\$36,000,000	18 months
Voke Lofts	Worcester, MA	Bank of America	FLIHTC - \$0.935 SLIHTC - \$0.65 FHTC - \$0.99	\$392,857	84	Family Affordable	"20% @ 30% AMI 30% @ 60% AMI 50% @ Market"	\$370,000	\$33,000,000	17 months
Washington Park	Boston, MA	Boston Financial	FLIHTC - \$0.92 SLIHTC - \$0.73 SHTC - \$0.89	\$220,833	96	Family Affordable	"10% @ 30% AMI 90% @ 60% AMI"	\$735,395	\$21,200,000	16 months
Projects Completed in 2013										
Fitchburg Place	Fitchburg, MA	RedStone	FLIHTC - \$0.86 SLIHTC - \$0.66	\$198,958	96	Family Affordable	"25% @ 30% AMI 23% @ 50% AMI 52% @ 60% AMI"	\$659,311	\$19,100,000	15 months
Huntington Woods	Bristol, CT	Boston Financial	FLIHTC - \$0.9125	\$100,000	280	Family Affordable	"70% @ 60% AMI 30% @ Market"	\$896,922	\$28,000,000	18 months
Loft Five50	Lawrence, MA	WNC	FLIHTC - \$0.76 SLIHTC - \$0.65	\$453,333	75	Family Affordable	All @ 60% AMI	\$1,296,000	\$35,000,000	18 months
Manomet Place	New Bedford, MA	Bank of America	FLIHTC - \$0.90 SLIHTC - \$0.67	\$413,158	76	Family Affordable	"84% @ 60% AMI 10% @ 80% AMI 6% @ Market"	\$1,295,870	\$31,400,000	18 months
Venango House	Philadelphia, PA	Citi	FLIHTC - \$0.90	\$136,792	106	Senior Affordable	99% Project-Based Section 8 1% @ Market	\$623,044	\$14,500,000	12 months

Project	Location	Tax Credit Investor	Tax Credit Pricing	Per Unit Cost	# Units	Type of Housing	Income Groups	Federal LIHTC Annual Allocation	TDC	Construction Duration
Projects Completed in 2012										
Canal Lofts	Worcester, MA	RedStone	FLIHTC - \$0.75 SLIHTC - \$0.68	\$357,813	64	Family Affordable	"6% @ 30% AMI 44% @ 60% AMI 50% @ Market"	\$711,000	\$23,300,000	16 months
Curtain Lofts	Fall River, MA	Bank of America	FLIHTC - \$0.83 SLIHTC - \$0.67	\$269,072	97	Family Affordable	"11% @ 30% AMI 54% @ 60% AMI 35% @ Market"	\$1,100,000	\$26,100,000	18 months
Oliver Crossing	Richmond, VA	Bank of America	FLIHTC - \$0.83	\$108,108	222	Family Affordable	"80% @ 50% AMI 20% @ 60% AMI"	\$1,015,932	\$24,000,000	19 months
Oliver Lofts	Boston, MA	Bank of America	FLIHTC - \$0.83 SLIHTC - \$0.67	\$379,032	62	Family Affordable	"13% @ 30% AMI (HAP) 56% @ 60% AMI 31% @ Market"	\$774,000	\$23,500,000	17 months
Samuel Kelsey	Washington, DC	Boston Financial	FLIHTC - \$0.88	\$218,667	150	Senior Affordable	100% @ 60% AMI	\$370,600	\$32,800,000	12 months
A majority of the projects utilize tax-exempt bond financing issued by the state funding agency. These are typically rated when the state agency also issues/holds the long term debt.										

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## PUBLIC SECTOR PARTNERSHIPS

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Although WinnCompanies operates as a private, for-profit company, we are proud to be a mission-driven organization. We believe we have an obligation to act responsibly, with honesty, and integrity to make positive contributions to the communities and the industry in which we do business.

We act as a private sector partner to accomplish important public policy goals, strengthening communities by creating a spectrum of high-quality housing, increasing tax revenues, creating jobs, catalyzing economic activity and nurturing neighborhoods

Virtually every WinnDevelopment project involves financial and/or programmatic partnerships with some combination of municipal, county, state or quasi-public agencies where the work is located.

Some examples:

- » **Rochester, NY:** For the company's \$200 million redevelopment of the historic Sibley Building, a number of public sector partners actively worked with WinnDevelopment in pursuit of the mutual goals of regional economic development and the creation of true mixed income housing featuring affordable, middle income and market rate components. Public sector partners who helped finance the development included the City of Rochester, the Rochester Economic Development Corp., the County of Monroe Industrial Development Agency; the U.S. Department of Housing and Urban Development, the New York State Energy Research and Development Authority, and New York State Homes and Community Renewal.
- » **Quincy, MA:** Our recent development of The Watson, a \$44 million, 140-unit community features the largest number of workforce units ever financed under MassHousing's Workforce Housing Initiative. MassHousing is a quasi-public agency, best known as the Commonwealth of Massachusetts "bank" for affordable housing. The City of Quincy, where the project is located, also contributed funding and the state's Department of Housing and Community Development facilitated tax credits through the state's Housing Development Incentive Program (HDIP).
- » **Jersey City, NJ:** WinnDevelopment partnered with several public sector entities for a \$40.2 million rehabilitation project that preserved affordable housing for 400 residents of the City Crossing Apartments in Jersey City, NJ. Governmental partners included The Jersey City Division of Community Development, the New Jersey Economic Development Authority, the New Jersey Housing and Mortgage Finance Agency; and the U.S. Department of Housing & Urban Development.
- » **Washington, D.C.:** The District's Department of Housing and Community Development, the DC Housing Finance Agency and HUD were among the financing partners for the recently completed \$69-million rehabilitation of the Atlantic Gardens and Atlantic Terrace properties in Ward 8. The two-year, \$69 million effort completely modernized the community's homes and common areas, introduced new and enhanced social services for residents, and concluded with the installation of a 651 KW community renewable energy facility on the roofs of Atlantic Terrace. The DC Department of Energy and Environment awarded WinnDevelopment a \$1.3 million grant for the solar installation and the DC Sustainable Energy Utility provided technical and financial assistance to enhance the property's energy efficiency.

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## SUSTAINABLE DEVELOPMENT

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From development to operations, WinnCompanies embraces environmentally responsible decisions. The company is a national leader in sustainable development and in the utilization of renewable energy. With an internal Energy and Sustainability department, every development project undertaken by Winn leads by example, demonstrating our commitment to the planet and the communities we serve.

With more than 40 million square feet of real estate under management, WinnCompanies is committed to constantly improving the efficiency of its diverse building stock. We partner with HUD, the U.S. Department of Energy, and local and state energy groups to invest in efficiency and conservation upgrades across our portfolio, focusing on cost effective systems-approach solutions such as insulation and air sealing, high efficiency HVAC, renewable energy, LED lighting, Energy Star appliances, ultra-low flow plumbing devices, competitive energy procurement, and Green Building Certification (LEED and Enterprise Green Communities).



*777 Main Street - Hartford, CT*

By integrating sustainability into corporate procurement decisions, the company leverages its purchasing power to add value across the portfolio while reducing its carbon footprint and utility costs.

As a partner in the Department of Energy's Better Building's Program, WinnCompanies has tracked the portfolio's total energy consumption in Portfolio Manager since 2015. Each year, we analyze the data and measure the year-over-year energy savings achieved through retrofits and property rehabilitation. Since measuring the data in 2015, WinnCompanies has reduced its energy consumption by 8%, averaging 2% savings each year. Our energy conservation efforts have achieved over \$1.8 Million and 12 Million kWh in utility savings, or the equivalent of charging 1 billion smart phones.

In addition, WinnDevelopment has completed numerous acquisition rehabs and new construction projects over the past decade that have achieved stringent green building certifications such as LEED for Homes, Energy Star Multifamily High Rise, and Enterprise Green Communities. Our LEED, Energy Star, and EGC certified communities perform better than code and provide more sustainable, healthier homes for our residents.

In addition to focusing on energy performance post-construction, our projects reduce their impact during construction. WinnCompanies requires its general contractors to track waste hauling and ensure that at least 35% of construction waste is diverted from landfills, meaning it is recycled or reused. In coordination with our construction partners, we diverted more than 3,500 tons of construction waste, including masonry, wood, metals, and cardboard, in just the last three years. Instead of dumping this waste in landfills, certain materials can be recycled and repurposed to create new products, while preserving natural resources.



Finally, WinnCompanies continues to innovate in sustainable real estate management and development by expanding its renewable energy footprint and financing capabilities. Since 2006, WinnCompanies has installed solar PV systems serving dozens of affordable housing communities in Connecticut, Massachusetts, Pennsylvania, and the District of Columbia.

Most recently, WinnCompanies completed the installation of the largest community solar project in the District of Columbia, partnering with the Department of Energy and Environment (DOEE) to build a 651 kW solar photovoltaic system atop the roofs of Atlantic Terrace in Southeast DC. This solar project alone saves qualifying low-income residents in the District \$70,000 per year through credits on their monthly electricity bills. With the new solar array in D.C., Winn has more than 3 megawatts of renewable energy capacity in its portfolio, with more under development currently.

The combination of sustainable property management, environmentally responsible construction and development, and leadership in clean energy procurement sets WinnDevelopment apart from other multifamily developers. As demonstrated by the experience described above, the company's commitment to sustainability extends to existing buildings and new construction alike, guaranteeing healthy and responsible housing for our residents and natural world for years to come.



*Atlantic Apartment Homes - Washington, DC*

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## CURRENT PRESENCE IN NORTH CAROLINA

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WinnCompanies has been doing business in North Carolina since 2007 and has been responsible for nearly 8,600 apartments in the state during the past 12 years. The vast majority have been LIHTC units.

The company currently manages 6,400 units in North Carolina:

- » Walnut Ridge, a 180-unit LIHTC property in Raleigh;
- » Camp Lejeune, the famed Marine Corps and Navy installation featuring 4,647 privatized military homes in 16 neighborhoods; and,
- » Cherry Point, a Marine Corps and Navy installation in Havelock where the company is responsible for 1,540 homes in six neighborhoods

More than 220 WinnCompanies' team members currently work in North Carolina.

The company's applicable real estate licenses can be found in the Appendix.



*The Gallery - Winston-Salem, NC*

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## MINORITY AND WOMEN BUSINESS ENTERPRISE GOALS

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WinnDevelopment is committed to meeting and exceeding Durham County's Minority/Women-owned Business Enterprise (MWBE) participation requirements throughout the project.

The company has decades of experience with Section 3 and MWBE goals, and is a leader in bringing about wider procurement and increased business opportunities to residents in local communities by ensuring significant partnership in construction-related activity.

To oversee all local hiring compliance during development projects, WinnDevelopment typically works with the Renaissance Group, a certified woman-owned business and a member of the Section 3 business registry in New York. Renaissance has partnered with WinnDevelopment on projects throughout the Northeast and the Mid-Atlantic to achieve and exceed all hiring goals.

Renaissance imposes a specific methodology to meet or exceed hiring goals, including:

- » Conducting an initial meet and greet with potential minority and women contractors;
- » Reviewing project plans;
- » Understanding bidding opportunities;
- » Marketing and hosting a recruitment fair on site or at an appropriate community agency; and,
- » Creating a database of potential hires that subcontractors can use for the project.

Once the project has begun, Renaissance attends project progress meetings to keep all the project partners up to date on local hiring, contractual MWBE numbers, minority and Women labor hours and Section 3 hiring and labor hours. Recruitment is continued throughout the project so the database of potential hires is available for additional needs.

Using this methodology, WinnCompanies has met or exceeded resident employment requirements on development projects in a variety of markets, including Massachusetts, New Jersey, New York, Pennsylvania, Rhode Island and the District of Columbia. Here are some recent examples:

## *Massachusetts*

WinnCompanies is recognized in Massachusetts as the leader in bringing about wider procurement and increased business opportunities to minority and women-owned business enterprises in local communities. No other Massachusetts property management company has contributed more to MWBE utilization for goods and services in the 18 years since data has been kept by MassHousing, the independent agency responsible for providing financing for affordable housing.

In 2018, WinnCompanies received the Property Management Award of Excellence for awarding the highest value of contracts for goods, services and supplies to MWBEs at MassHousing-financed properties managed by WinnResidential during the most recent fiscal year. It was the 17th time in 18 years the company earned top honors.

WinnCompanies' overall expenditure in Fiscal Year 2018, which ended June 30, was approximately \$38.1 million at 43 MassHousing-financed housing communities. Of that total, \$7.7 million went to Minority-Owned Businesses (MBEs) and \$6.1 million went to Women-Owned Businesses (WBEs).

Since 2001, WinnCompanies has spent nearly \$396 million for goods, supplies and services at communities financed by MassHousing. More than 13 percent of that total, about \$52.8 million, went to MBEs; 6 percent, or about \$23.8 million went to WBEs; and, 10 percent, or about \$41.2 million, went to enterprises that were both minority and women-owned.

## *Pennsylvania*

During the recently completed \$17.9 million rehabilitation of the E.B. McNitt Apartments, a 101-unit community for senior and disabled residents, in New Brighton, PA, Section 3 workers delivered 22 percent of the total construction hours, minority workers provided 7 percent and women-owned businesses delivered 4 percent.

A similar project at Venango House, a 105-unit affordable housing facility in Northwest Philadelphia, saw Section 3 workers account for nearly 44 percent of construction hours. Almost 58 percent of hours were delivered by minority workers, while nearly 9 percent were delivered by women.

In 2016, WinnDevelopment completed a \$14.7 million rehabilitation of Breslyn House, a 60-unit affordable housing community in the Walnut Hill section of Philadelphia. The project was fueled by a public-private refinancing agreement that also preserves the community as federal Project-Based Section 8 Housing until the year 2034.

The project created 45 construction jobs, with 28 percent of workforce hours performed by minorities and women. In addition, more than 80 percent of all labor hours were performed by local workers. Low-income residents from the Philadelphia area accounted for nearly 6 percent of the workforce hours.

## *Washington, D.C.*

WinnDevelopment recently completed a two-year \$69 million rehabilitation to completely modernize the Atlantic Gardens and Atlantic Terrace apartments in the Southwest section of the District. These side-by-side communities total 303 units that provide critically needed Project-Based Section 8 housing for 750 residents.

More than 81 percent of the construction hours on the Atlantic Gardens project came from workers who lived the immediate metropolitan area, with 24 percent of the hours performed by District residents. Women accounted for nearly 10 percent of the workforce and 6 percent of construction hours. In addition, the project generated 64 new jobs.

Similar participation results were achieved during the work at Atlantic Terrace, where workers from the metropolitan area accounted for almost 81 percent of total construction hours and District residents performed almost 26 percent. Women delivered 5 percent of construction hours. The work at Atlantic Terrace led to 65 new hires.

### *New Jersey*

In 2017, WinnDevelopment completed a 18-month \$40.2 million rehabilitation project at City Crossing in Jersey City, modernizing 131 apartments for 400 low-income residents of the community previously known as Brunswick Estates.

Of the more than 45,000 labor hours on the job, 77 percent was performed by minorities and women and 39 percent were Section 3 qualified. The combined employment rate for those from Jersey City and the county was 59 percent. In addition, 75 percent of those on the site averaged \$51.19 per hour in wages.

In Bridgeton, WinnDevelopment managed the \$18.7 million rehabilitation of Ivy Square, formerly known as Bridgeton Villas Apartments, completely modernizing a low-income community of eight building with 28 one- bedroom, 92 two-bedroom, and 36 three-bedroom units.

Of those working on the project, 36 percent were from the local area. In addition, 55 percent of the labor hours were performed by minorities and women and 26.3 percent of the total labor hours were performed by Section 3 qualified individuals.

### *New York*

During WinnDevelopment's adaptive reuse renovation of the Sibley Building, a historic 1.1 million square foot icon in the heart of Rochester, city residents accounted for 25 percent of those hired for the housing portion of the project, while 8 percent were from the immediate area.

Of the new hires, 40 percent met Section 3 criteria and the average hourly salary was \$23.16 per hour. More than one third of the labor hours were performed by minorities and women – exceeding the goal of 30 percent set before work began.

In 2015, WinnDevelopment completed a \$20.7 million adaptive reuse project that transformed a 230,000-square-foot vacant former school in Albany into a 103-unit, mixed-income, independent living community for seniors.

The Livingston School project generated 111 hires, with 89.5 percent coming from the immediate area and 35 percent qualifying for Section 3 designation. In addition, minorities and woman performed 28 percent of the hours performed on the job. In total, 32.3 percent of the contracts awarded went to minority and women- owned businesses.

### *Rhode Island*

Nearly 80 jobs have been created during the first phase of redevelopment at Historic Prospect Heights, the ongoing redevelopment of 292 public housing units and creation of adding 20 new units of critically-needed affordable housing in Pawtucket, Rhode Island. To date, public housing residents and low-income workers have 50% of new hires. More than 56% of labor hours have been performed by minority and female workers and the project met or exceeded goals for the use of MWBEs.



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## EXPERIENCE & REFERENCES

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The following pages detail several of WinnCompanies' recent projects that highlight the company's ability to orchestrate mixed-use deals and expertise at assembling innovative combinations of public and private financing.



## SIBLEY SQUARE

*Rochester, NY*

### SCOPE AND SCALE

The Sibley Building is the most important, most famous and most beloved building in Rochester. It's the best of old Rochester and is fast becoming the best of the new – thanks to WinnCompanies' development of Sibley Square. The project has transformed what was an early 20th century retail icon into an early 21st century mixed use landmark that is providing homes for all income levels; delivering economic growth and well-paying jobs for the community; and, attracting numerous entrepreneurial businesses.

Built in 1906, the 1.1 million square foot building is centrally located in downtown Rochester. It has been listed on the National Historic Places register since 1985.

By 1940, Sibley's was the largest store between New York City and Chicago attracting visitors near and far and serving as a social hub for the community. Even today, Rochester natives and visitors have fond memories of the store, its dining room and the dioramas in its street-level windows during the holidays.

By the 1980s, however, the store's customer base and financial fortunes began to shrink as Rochester's major employers, Eastman Kodak, Xerox Corporation and Bausch & Lomb, were battered by national and global economic forces. By 1989, the store closed and the Sibley Building entered a long stretch of only partial occupation, standing as a seven-story symbolic reminder of the city's better days.

In 2013, WinnCompanies began a \$200 million revitalization of what it rebranded as Sibley Square, supported by local, state and federal loans, private capital, tax abatements, and historic, new market and low income tax credits.

Blending modern urban lifestyle amenities within a historic superstructure, Sibley Square boasts 280 units of luxury market rate, middle income and affordable housing expertly integrated with more than 400,000 square feet of office space, 75,000 square feet of retail space, and 68,000 square feet of high-tech educational space.

The divergent components of the massive building are integrated to respect its historic legacy while providing the modern interior designs necessary to attract residential and commercial tenants. To overcome the challenge of differentiating the commercial and housing uses, WinnCompanies created different ownership structures for each component and segmented the design, access, and operation based on each use. For example, residential and commercial tenants have secure and unique entrances and lobbies based on their respective locations in the building.

The following pages will break down the organizational structure of this massive undertaking.



## SIBLEY SQUARE Mixed Use

104 Market Rate Units and 39,000 SF of Retail Space

### SCOPE AND SCALE

The first round of funding for the redevelopment of Sibley Square was allocated toward the rehabilitation of nearly 40,000 square feet of space on the building's ground floor atrium and the construction of Spectra at Sibley Square, 104 luxury market rate apartments located on the 9<sup>th</sup> through 12<sup>th</sup> floors of Sibley Tower. Spectra's entrance and amenity spaces, located on the 2<sup>nd</sup> floor of Sibley Tower, also begin construction.

As the first first thing patrons see upon arrival, Sibley's ground-floor atrium is inviting and well-laid-out, incorporating modern architectural design while retaining historic elements, including art deco elevator façades and 1940s-era marble reliefs that depict Rochester's history.

Spectra at Sibley Square offers unique studio, one, two, and three bedroom floor plans with high-end fixtures. Amenities include a community room kitchenettes, a robust fitness center with yoga studio, a resident theatre, a personal work bar, gaming tables, libraries, a tot room, Amazon Hub Package Concierge Service, a rooftop terrace with lots of seating, gas grill, and outdoor games, and complimentary WiFi throughout amenities spaces.

### DEVELOPMENT TEAM\*

Developer	WinnCompanies
Architect	The Architectural Team
Contractor	DiMarco Constructors
Syndicator	PNC Bank
Lender	New York State Homes and Community Renewal
Lender	City of Rochester
Lender	Empire State Development
Lender	New York State Energy Research and Development Authority
Government Relations	Brown & Weinraub
Tax Credit Advisor	Novogradac & Company
Historic Advisor	Epsilon Associates
Legal	Murtha Cullina
Legal	Nixon Peabody
Legal	Woods Oviatt Gilman
Legal	Morganstern DeVoesick PLLC
Advocacy	The Landmark Society of Western New York, Inc.
Engineer	M/E Engineering

\*Contact information for the development team can be found in the Appendix of this document

### CAPITAL SOURCES

#### Construction Loan

PNC Bank \$3,324,401

#### Bridge Loan

PNC Bank \$7,756,969

#### Permanent Debt/Equity

PNC Bank Debt \$16,092,682

PNC NMTC \$8,630,416

PNC HTC \$11,081,370

#### Subordinate Debt

City of Rochester Loan \$1,000,000

REDCO Loan \$1,000,000

NYSERDA \$2,951,237

#### Additional Sources

Empire State Development Grant \$1,697,402

Affordable Façade Reimbursement \$2,809,865

Owner Equity \$9,246,678

**Total Permanent Sources \$54,509,650**

### BUDGET BY USE

Acquisition Cost \$2,912,240

Hard Cost \$40,839,445

Total Soft Costs \$10,757,965

**Total Uses \$54,509,650**





## SIBLEY SQUARE Senior Affordable

### 72 Age-Restricted Affordable Units

#### SCOPE AND SCALE

The second funding allocation for Sibley Square delivered 72 age-restricted affordable housing units on the 7<sup>th</sup> and 8<sup>th</sup> floors of Sibley Tower, known as Landmark at Sibley Square.

Of the units, all are affordable under HUD's Housing Trust Fund (HTF) program and 54 are Low-Income Housing Tax Credit (LIHTC) units. One unit is restricted at or below 50% area median income, 53 units are restricted at or below 60% area median income and 18 are restricted at or below 90% area median income. Eleven units are Special Needs preference units, with referrals and services provided by NY Connects.

Resident amenities offered at Landmark at Sibley Square include residential management office spaces, a fitness center, an art room, rest rooms and a multipurpose room with kitchen on the 8<sup>th</sup> floor. Residents are also able to utilize goods and services provided by the wide array of tenants at Sibley Square, including the Lifespan Senior Center and Eastman Dental and the coming Sibley Mercantile Marketplace.

#### DEVELOPMENT TEAM\*

Developer	WinnCompanies
Architect	The Architectural Team
Contractor	DiMarco Constructors
Syndicator	RBC Capital
Lender	Citizens Bank
Lender	New York State Homes and Community Renewal
Lender	City of Rochester
Lender	Community Preservation Corporation of New York
Government Relations	Brown & Weinraub
Tax Credit Advisor	Novogradac & Company
Historic Advisor	Epsilon Associates
Legal	Murtha Cullina
Legal	Nixon Peabody
Legal	Woods Oviatt Gilman
Legal	Morganstern DeVoesick PLLC
Advocacy	The Landmark Society of Western New York, Inc.
Engineer	M/E Engineering

\*Contact information for the development team can be found in the Appendix of this document

#### CAPITAL SOURCES

##### Construction Loan

Citizens Bank \$10,424,464

##### Permanent Debt/Equity

CPC First Mortgage \$1,800,000

RBC LIHTC \$11,499,170

RBC Historic TC \$4,136,007

##### Subordinate Debt

NYSHCR HTF Subsidy \$7,955,160

City of Rochester HOME \$1,995,000

##### Additional Sources

Owner Equity \$1,043,858

**Total Permanent Sources \$28,429,195**

#### BUDGET BY USE

Acquisition \$1,306,368

Hard Cost \$21,330,262

Total Soft Cost \$5,792,565

**Total Uses \$28,429,195**



## SIBLEY SQUARE Commercial

### 72,912 SF Commercial Space

#### SCOPE AND SCALE

The Sibley Commercial allocation encompasses nearly 73,000 square feet on the building's first, second, third, fourth and fifth floors.

Tenants include:

- » Fully-staffed Rochester Police Department Substation
- » A full-service Citizen's Bank branch
- » Rochester Childfirst Network (RCN), a fully-licensed center for child care, early education and children's advocacy.
- » The Rochester Institute of Technology's City Art Space, an art gallery for undergraduate and masters students
- » The University of Rochester's Eastman Institute for Oral Health, a post-doctoral level dental education and research institution that provides low-cost oral health care in the community
- » Lifespan, a non-profit service provider that offers educational programming and activities for seniors and caregivers
- » @SibleyWorx, a co-working space operating on the first and second floors of Sibley Square. There are currently a half dozen @ SibleyWorx tenants including a hummus manufacturer, tanning salon and a 4,000 sq ft space for coding and programming entertainment and educational games. Most from RIT Magic looking for a downtown location for networking and fellowship.
- » The "Rochester Commissary," a fully-equipped shared commercial kitchen facility where food truck operators, at home caterers and at home manufacturers as well as startups companies and individual entrepreneurs of all income levels can test, prepare and market their food in a safe licensed kitchen. The project is led by the Rochester Downtown Development Corporation (RDDC) and set for completion at the end of 2019.
- » Sibley's Restaurant Marketplace, a year-round indoor market designed to showcase the variety and quality of specialty and prepared food grown, produced or caught in the Finger Lakes Region. The space will feature eight-12 restaurant kiosks and is planned to open in December 2019.
- » Urban Choice Charter School, serving children in grades K-8. Set for completion in late 2019, the school will enroll more than 600 students and employ more than 75 faculty members
- » Excel High School for Adult over 21, a Learning Center that provides adults with the opportunity to earn a high-school diploma.
- » Boundless Connections, a technology training center
- » Dunne Goodwin, a digital marketing firm

#### CAPITAL SOURCES

##### Construction Loan

PNC \$10,452,918

##### Permanent Debt/Equity

PNC Bank Debt \$4,020,000

PNC NMTC \$4,013,880

PNC HTC \$1,713,059

##### Subordinate Debt

NYS DHCR CIF \$1,500,000

Rochester Gas & Electric \$500,000

##### Additional Sources

Empire State Development Grant \$1,767,466

Owner Equity \$1,552,818

**Total Permanent Sources \$14,447,659**

#### BUDGET BY USE

Acquisition \$950,000

Hard Cost \$9,767,148

Total Soft Cost \$3,730,511

**Total Uses \$14,447,659**





## SIBLEY SQUARE Mixed-Income Lofts

### 53 LIHTC Units and 51 Workforce Units

#### SCOPE AND SCALE

Liberty Lofts features market rate and middle-income apartments, with no unit alike, designed around the historic framework of Rochester's 112-year-old Sibley building, once the largest department store between New York and Chicago.

Of the 104 units, 51 are designated as "workforce," set aside for households earning less than 110% of area median income (AMI); and 53 are set-aside for households earning below 60% AMI. The workforce and affordable units are indistinguishable from one another in terms of quality and finishes.

Liberty Lofts offers unique studio, one- and two-bedroom floor plans that are perfectly appointed and expertly styled, featuring designer cabinetry and fixtures, quartz countertops and vinyl plank flooring.

Residents also have access to a hospitality lounge with kitchen and dining area, a fitness center, a business center and a children's play area, with laundry facilities on each floor and a fifth-floor rooftop with skyline views

#### DEVELOPMENT TEAM\*

Developer	WinnCompanies
Architect	The Architectural Team
Contractor	DiMarco Constructors
Syndicator	Bank of America
Lender	New York State Homes and Community Renewal
Lender	Genesee Regional Bank
Lender	City of Rochester
Lender	Empire State Development
Government Agency	Mayor of Rochester
Government Relations	Brown & Weinraub
Tax Credit Advisor	Novogradac & Company
Historic Advisor	Epsilon Associates
Legal	Murtha Cullina
Legal	Nixon Peabody
Legal	Woods Oviatt Gilman
Legal	Morganstern DeVoesick PLLC
Advocacy	The Landmark Society of Western New York, Inc.
Engineer	M/E Engineering

\*Contact information for the development team can be found in the Appendix of this document

#### CAPITAL SOURCES

##### Construction Loan

Genesee Regional Bank	\$3,000,000
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##### Permanent Debt/Equity

NYSHCR First Mortgage	\$5,950,000
NYSHCR HTF Subsidy	\$13,106,854
Bank of America LIHTC	\$5,183,748
Bank of America HTC	\$4,348,041

##### Subordinate Debt

ESD Restore New York	\$1,190,000
City of Rochester	\$310,000

##### Additional Sources

Owner Equity	\$301,153
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<b>Total Permanent Sources</b>	<b>\$30,389,796</b>
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#### BUDGET BY USE

Acquisition	\$1,800,000
Hard Cost	\$22,167,328
Total Soft Cost	\$6,422,468

<b>Total Uses</b>	<b>\$30,389,796</b>
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# The Residences at Brighton Marine

*Brighton, MA*

## SCOPE AND SCALE

The Residences at Brighton Marine is a joint venture between WinnDevelopment and Brighton Marine to construct a new, six-story building with below-grade parking and rehabilitate an existing two-story building. The project will deliver 102 apartment homes, more than 8,600 SF of community amenity space and on-site supportive services to a variety of different veteran populations in Boston.

The Residences at Brighton Marine is a national model, offering permanent housing for an independent population of veterans, at all income ranges, in a transit-oriented location near jobs.

Of the units, 70 are Low-Income Housing Tax Credit (LIHTC) units, 10 are workforce/middle-income at 80% area median income, and the remaining 22 units are workforce housing at 120% area median income. Within the LIHTC units, there are 11 units restricted at or below 30% area median income. There are 11 total HOME units.

The Residences at Brighton Marine, has a Veteran preference for 100% of the units. This preference, supported by the Boston Fair Housing Commission shall exist for the life the of the project.

## DEVELOPMENT TEAM\*

Developer	WinnCompanies
Co-Developer	Brighton Marine
Architect	The Architectural Team
Contractor	Cranshaw Construction
Syndicator	Bank of America
Lender	MassHousing
Lender	Boston Community Loan Fund
Lender	Massachusetts Department of Housing & Community Development (DHCD)
Lender	City of Boston Department of Neighborhood Development
Government Relations Consultant	Boston Strategic Communications
Government Relations Consultant	Murphy Donoghue Partners
Transportation Consultant	Howard/Stein-Hudson Associates
Legal	Murtha Cullina
Legal	Nutter McClennen & Fish
Legal	Mintz Levin
Engineer	Epsilon Associates
Engineer	Haley & Aldrich

## CAPITAL SOURCES

### Construction Loan

Bank of America	\$31,000,000
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### Bridge Loan

MassHousing	\$13,600,000
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### Permanent Debt/Equity

MassHousing Perm Debt	\$9,800,000
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Bank of America	\$13,433,219
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Boston Community Loan Fund	\$11,100,000
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### Subordinate Debt

MassHousing Workforce	\$5,000,000
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AHT	\$3,000,000
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HSF	\$2,750,000
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State HOME	\$550,000
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CATNHP	\$1,000,000
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City of Boston HOME/NHT/IDP	\$4,150,000
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HOME Depot	\$500,000
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Seller Note	\$300,000
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### Additional Sources

Owner Equity	\$1,147,721
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<b>Total Permanent Sources</b>	<b>\$52,730,940</b>
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## BUDGET BY USE

Acquisition	\$3,900,000
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Direct Construction	\$36,926,468
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Soft Costs	\$10,833,586
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Capitalized Reserves	\$1,070,886
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<b>Total Uses</b>	<b>\$52,730,940</b>
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# THE WATSON

*Quincy, MA*

## SCOPE AND SCALE

The Watson is a joint venture between WinnDevelopment and NeighborWorks Southern Massachusetts to develop 140 new residential units in Quincy, MA. The Watson is the largest, middle income project financed with MassHousing's innovative Workforce Housing Initiative.

In fact, the \$7 million in workforce housing soft debt committed by MassHousing to support the construction of the Watson is the single-largest allocation of Workforce Housing Initiative funds since the state's "affordable housing bank" launched the program three years ago.

Eighty-six of the 140 units at The Watson are workforce housing units, affordable to middle income households. The workforce housing units are deed-restricted for households earning at or below 110% of area median income. Twenty-eight of the units are affordable to households earning at or below 50% of area median income, and the remaining 26 apartments will be rented at market rates.

The Watson is a truly inclusionary community that integrates low-, moderate- and higher-income renters under one roof with shared lifestyle amenities and units that are indistinguishable from one another in terms of quality and finishes.

It represents a major urban place-making initiative developed on the site of a long-vacant former office building adjacent to a largely dormant, sprawling ship-building complex facility.

## DEVELOPMENT TEAM\*

Developer	WinnCompanies
Co-Developer	NeighborWorks Southern Massachusetts
Architect	Cube3 Studio
Contractor	Dellbrook Construction, LLC
Syndicator	WCredit LLC
Lender	Bank of America
Lender	MassHousing
Lender	Boston Community Loan Fund
Lender	Massachusetts Department of Housing & Community Development
Lender	City of Quincy (via NeighborWorks)
Legal	Murtha Cullina LLP
Engineer	EBI Consulting

## CAPITAL SOURCES

### Construction Loan

Citigroup	\$35,000,000
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### Bridge Loan

Watson Redevelopment Limited Partnership	\$3,399,068
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### Permanent Debt/Equity

Bank of America LIHTC	\$2,344,088
MassHousing Perm Debt	\$29,301,000
MassHousing Workforce Loan	\$7,000,000
Boston Community Loan Fund HDIP	\$1,880,000

### Subordinate Debt

Quincy – AHT Funds (Thru Neighborworks)	\$1,250,000
Quincy – CPA Funds (Thru Neighborworks)	\$250,000
Quincy – Home Funds	\$500,000
DHCD – AHT Funds	\$900,000

### Additional Sources

Owner Equity	\$983,333
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<b>Total Permanent Sources</b>	<b>\$44,408,421</b>
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## BUDGET BY USE

Acquisition	\$5,195,000
Direct Construction	\$31,080,465
Soft Costs	\$7,143,227
Financing Costs	\$849,729
Capitalized Reserves	\$140,000

<b>Total Uses</b>	<b>\$44,408,421</b>
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# THE RESIDENCES AT BOOTT MILLS EAST

*Lowell, MA*

## SCOPE AND SCALE

In 2003, WinnCompanies purchased the 225,000 square foot Boott Mills East property for redevelopment. The \$27-million project was completed in 2005 and created 154 units of mixed-income rental housing, with 122 market-rate units and 32 units set aside for households below 50% area median income.

The four interconnected buildings, dated between 1835 and 1882, are located adjacent to the Lowell Historical Park's Boott Cotton Mills Museum, Boarding House Park, The Mogan Cultural Center and the Lowell Riverwalk. The Residences at Boott Mills project is also within Lowell's Central Business District.

The project received broad local support from the City of Lowell and the National Park Service and cemented WinnCompanies' presence in the City. Since the completion of The Residences at Boott Mills, WinnCompanies has gone on to redevelop nearly 1 million square feet of vacant mill space in Lowell, creating more than 570 residences and more than 88,000 square feet of commercial space.

## DEVELOPMENT TEAM\*

Developer	WinnCompanies
Architect	The Architectural Team
Contractor	Consigli Construction
Syndicator	Boston Financial Investment Management
Syndicator	Eastern Bank
Lender	Enterprise Bank
Lender	MassHousing
Lender	Massachusetts Department of Housing & Community Development
Lender	City of Lowell
Historic Advisor	Lowell National Historic Park
Historic Advisor	Lowell Historic Board
Historic Advisor	Tremont Preservation
Legal	Murtha Cullina
Legal	Mintz Levin

## CAPITAL SOURCES

### Construction Loan

Enterprise Bank and Trust \$14,150,000

### Permanent Debt/Equity

Enterprise Bank and Trust and MassHousing \$14,150,000

MassHousing \$1,800,000

BFIM LIHTC \$5,908,000

Eastern Bank LIHTC \$3,545,000

### Subordinate Debt

DHCD- HSF (Housing Stabilization Fund) \$750,000

City of Lowell HOME \$660,000

City of Lowell Lead Paint Abatement Loan \$256,000

**Total Permanent Sources \$27,069,000**

## BUDGET BY USE

Acquisition \$2,500,000

Direct Construction \$21,007,000

Soft Costs \$3,562,000

**Total Uses \$27,069,000**



## BOOTT MILLS WEST

*Lowell, MA*

### SCOPE AND SCALE

WinnCompanies' adaptive reuse redevelopment of Boott Mill West transformed 180,363 square feet of historic mill space in the Lowell's Boott Cotton Mills complex into 78 mixed-income rental apartments and approximately 43,000 square feet of commercial office space.

Completed in 2013, Boott Mills West completed WinnCompanies' transformation of 810,000 square feet of interconnected mill buildings into a combined 232 apartments, 39 condo units, commercial space, and a museum run by the National Park Service.

Of the 78 apartments, 16 are affordable, financed through New Market Tax Credits, and set aside for households earning below 80% area median income; three of the affordable units are set aside for households earning below 60% area median income.

The 43,000 square feet of commercial space is home to: WinnCompanies' accounting office; the Massachusetts office of U.S. Representative Lori Trahan; Haselmeier, a small medical device company, and the headquarters for the University of Massachusetts Lowell's TURI facility.

The project highlights WinnCompanies' commitment to a decades-long effort to revitalize the Gateway City of Lowell, Massachusetts.

### DEVELOPMENT TEAM\*

Architect	The Architectural Team
Contractor	Keith Construction
Syndicator	PNC Bank
Lender	Lowell Development & Financial Corporation
Lender	Citizens Bank
Lender	Massachusetts Department of Housing & Community Development
Lender	City of Lowell
Historic Advisor	Lowell National Historic Park
Historic Advisor	Lowell Historic Board
Historic Advisor	Tremont Preservation
Legal	Murtha Cullina
Legal	Mintz Levin

### CAPITAL SOURCES

#### Construction Loan

PNC Bank	\$30,000,000
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#### Permanent Debt/Equity

Citizens Bank	\$13,790,000
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PNC NMTC	\$8,500,000
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PNC FHTC	\$5,730,000
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PNC SHTC	\$1,980,000
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#### Subordinate Debt

DHCD - HDIP	\$900,000
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City of Lowell HOME	\$500,000
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NPS / LDFC Preservation Loan	\$200,000
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#### Additional Sources

Owner Equity	\$4,707,277
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<b>Total Permanent Sources</b>	<b>\$36,307,277</b>
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### BUDGET BY USE

Acquisition	\$3,050,000
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Direct Construction	\$23,484,131
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Soft Costs	\$7,130,640
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Financing Fee	\$2,705,506
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<b>Total Uses</b>	<b>\$36,307,277</b>
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# CLIPPERSHIP WHARF

*East Boston, MA*

## SCOPE AND SCALE

For this \$250 million multi-phased, new construction project, WinnCompanies is engaged as development advisor and leasing and management company for Lendlease, a leading international property and infrastructure group with operations in Australia, Asia, Europe and the Americas.

Clippership Wharf will transform a 12-acre underutilized section of the East Boston Waterfront into an active, publicly-accessible extension of Maverick Square and the surrounding East Boston neighborhood. The project required full rezoning and permitting, along with extensive community planning and review.

Designed to achieve LEED Gold Certification the masterplan and design features both apartments and condominiums, within four buildings comprised of approximately 478 housing units on the upper floors, and a mix of residential, community, restaurant, and recreational uses at the ground level. Once complete, the Clippership Wharf project will provide access and enjoyment of the waterfront, and to some of the most striking panoramic views of downtown Boston available along the Boston Harbor.

In conjunction with this effort, WinnCompanies is partnering with the Boston Housing Authority to build 22 affordable rental units and 30 market-rate and workforce housing condominiums on an adjacent parcel. This project will also feature community space and ground floor retail.

## DEVELOPMENT TEAM

Developer:	Lendlease
Architect:	The Architectural Team
General Contractor:	Lendlease
Development Consultant	WinnDevelopment
Property Manager:	WinnResidential

## PROJECT FINANCIALS

Lendlease led the development on this project. As such, the financials are not available.

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## EVIDENCE OF FINANCIAL STABILITY

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WinnDevelopment Company LP will serve as the Developer. The company has financial capability, as evidenced by its track record of successful large scale residential, developments, current WinnCompanies owned real estate assets and the strength of its financial guarantor WCredit LLC.

In the last 10 years alone, WinnDevelopment has completed 37 development projects, totaling more than \$700 million in total development costs. This track record of success has allowed the company to develop strong relationships with investors, lending institutions, syndicators, and non-profit financial entities. Currently, the company has access to a \$20 million line of credit with Bank of America and a \$10 million line of credit with Columbus Bank and Trust.

In its 48-year history, WinnDevelopment has never experienced a default, mortgage assignment, or foreclosure and/or bankruptcy. It has not experienced litigation related to financing or construction of the project which is pending or which was adjudicated within the past five years. It has never experienced any real estate tax delinquencies.

The company formed and capitalized WCredit LLC for the purpose of providing credit support and financial backing for WinnDevelopment ventures, providing tremendous financial capacity to carry out the proposed development and to provide the necessary financial guarantees as required in the current marketplace.

WCredit LLC will serve as the Sponsor/Guarantor for the project. WCredit LLC is an affiliated entity in good standing created for the sponsorship of development ventures, and as of 12/31/18, its net worth is \$117.7 million with liquid assets of \$14.9 million.

Evidence of our financial standing and capacity, in the form Financial Statements for WinnDevelopment Company LP has been provided under separate cover

The company's property management arm, Winn Management Company, LLC, is privately held and operates as a unit of WinnResidential. It has revenues in excess of \$25 million.

WinnCompanies and its affiliates have:

- » No potential conflicts of interest that could be relevant to this project;
- » No record of individual or corporate defaults;
- » No record of judgments against any officer, director or owner within the past 10 years for breach of contract; and,
- » No record of prior substantial noncompliance with the terms and conditions of prior construction contracts with a public body.

# APPENDIX

## APPENDIX

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- A. DETAILED TEAM DESCRIPTIONS
- B. WINNDEVELOPMENT LIHTC PROJECTS
- C. REAL ESTATE LICENSES
- D. DEVELOPMENT CONTACT INFORMATION



### *Gilbert J. Winn*

#### **CHIEF EXECUTIVE OFFICER, WINNCOMPANIES**

Gilbert J. Winn is the Chief Executive Officer of WinnCompanies, an award-winning national multifamily development and management company dedicated to the highest standards of excellence.

The company owns or manages real estate holdings valued at approximately \$14 billion across the United States, including affordable, senior, mixed-income, market rate, military and mixed use communities. Its portfolio includes more than 101,000 apartments at more than 600 properties and nearly 1.3 million square feet of commercial space.

Founded in 1971 and headquartered in Boston, WinnCompanies is the sixth largest multi-family housing manager in the United States and the nation's largest operator of affordable housing. Mr. Winn plays a leadership role in the creation, planning, implementation and integration of the strategic vision and growth of WinnCompanies on behalf of nearly 3,000 employees working in 22 states and the District of Columbia.

As CEO, Mr. Winn oversees three affiliates: WinnDevelopment, the company's property development arm; WinnResidential, which manages multi-family communities; and WinnResidential Military Housing Services, which manages privatized military housing across the country.

In addition to building an empowered, client-driven organization, Mr. Winn is focused on high-impact mixed-income and mixed-use development projects, many of which have received awards for their contributions to the community, design, sustainable features and historic preservation.

Prior to joining WinnCompanies, he was an Associate at Related Capital Company, a full-service real estate investment company based in New York City, where he originated and implemented more than \$150 million of equity investments. Mr. Winn graduated magna cum laude from the University of Pennsylvania, earning a Bachelor of Arts studying History and Psychology.



*Lawrence H. Curtis*

**PRESIDENT AND MANAGING PARTNER, WINNDEVELOPMENT**

Lawrence H. Curtis, the President and Managing Partner of WinnDevelopment and member of the Board of Directors, has led a full range of real estate development and acquisition activities for more than 25 years. He has been instrumental in helping the company grow from 3,000 units in 1986 to more than 101,000 units, which Winn currently has under management in 22 states and the District of Columbia.

Mr. Curtis' primary focus has been on the creation of affordable housing and historic rehabilitation developments. He is the past president of the National Housing & Rehabilitation Association (NH&RA) and a member of the Board of Directors for the National Multi-Housing Council, as well as the Citizens Housing and Planning Association. Mr. Curtis was also recently named to the National Trust for Historic Preservation's Board of Trustees.

Mr. Curtis served as the 2006 chairman of the Greater Boston Real Estate Board (GBREB) and as a co-chair of the Combined Jewish Philanthropies' annual campaign in 2008. He has also received numerous awards, including the Paul E. Tsongas Award from Preservation Massachusetts. In addition, Mr. Curtis co-founded New Lease, a non-profit based in Boston that provides a clearinghouse of affordable housing units for families staying in state-funded shelters and motels throughout Massachusetts.

Mr. Curtis received a Bachelor's degree in Architecture from the Cooper Union for the Advancement of Science and Art in New York and a Master's degree in Architecture and Urban Design from Harvard University, where he is now a Lecturer on Urban Planning and Design. He is a licensed architect in Massachusetts, and resides in Boxford with his wife Marla and their four sons.





### *William Wollinger*

#### **CHIEF OPERATING OFFICER, WINNCOMPANIES**

William W. Wollinger, Chief Operating Officer and member of the Board of Directors, has worked in the property management industry since 1971 and has served the Winn organization for more than 35 years. Collaborating with the board of directors and senior leaders, he helps to define the company's vision; ensuring the implementation of the company's objectives while delivering high-quality services to its clients and residents. During his tenure, Mr. Wollinger has helped expand the company to become one of the largest management organizations in the country.

Prior to joining Winn, Mr. Wollinger served as an officer in the United States Army. He holds a BS degree from the University of Massachusetts Amherst



***Brett Meringoff***

**SENIOR VICE PRESIDENT, WINNDEVELOPMENT**

Prior to joining Winn, Mr. Meringoff founded BEM Companies LLC and BEM Consulting LLC, Virginia-based real estate organizations that specialize in affordable housing development and consulting services for all areas of multi-family real estate. Prior to BEM, Mr. Meringoff was the Director of Development for Coalco International, a global real estate development and investment company. He began his career with Related Capital Company where he was directly responsible for equity investments in Low-Income Housing Tax Credit properties, in addition to the structuring and underwriting of several tax shelter funds.

Mr. Meringoff has served on the Young Leaders Education Committee of the Urban Land Institute, as well as the Executive Committee for the University of Pennsylvania Mid-Atlantic Regional Advisory Board (MARAB). He is also a member of the Washington, D.C. Real Estate Group. Mr. Meringoff received his Bachelor Arts degree in Economics from the University of Pennsylvania.



*Patrick M. Appleby*

**PRESIDENT, WINNRESIDENTIAL**

Patrick M. Appleby, a veteran of WinnCompanies for more than two decades, serves as President of both WinnResidential and WinnResidential Military Housing Services. In this role, he is responsible for directing the property management operations for the more than 101,000 apartments in the company's owned and managed portfolio, including more than 40,000 homes managed under the Military Housing Privatization Initiative (MHPI).

He assumed responsibility for all of WinnResidential operations in 22 states and the District of Columbia after serving for 16 years as the executive in charge of privatized military housing managed through the company's joint venture with Lendlease.

A member of WinnCompanies senior leadership team, Mr. Appleby also has strong prior experience in the market rate, affordable and tax credit housing fields.

Prior to joining WinnCompanies in 1999, Mr. Appleby was a Principal at Boston Financial/Lendlease Residential, where he was responsible for a diverse portfolio of more than 6,000 apartment homes. In this role, Mr. Appleby also tracked operational results, explored ancillary revenue opportunities and implemented efficient procurement practices for the company's entire portfolio of more than 40,000 apartment homes.

Mr. Appleby has served on the Military Housing Committee of the National Apartment Association (NAA) since its inception and was previously a member of the NAA's Apartment Careers Committee. He currently serves on the Board or Directors of the NAA Education Institute (NAAEI)

He is a Certified Property Manager with the Institute of Real Estate Management (IREM), as well as a Certified Specialist in Housing Credit Management (SHCM) with the National Affordable Housing Management Association (NAHMA).



### *Terri Benskin*

#### **EXECUTIVE VICE PRESIDENT, WINNRESIDENTIAL**

Terri Benskin serves as Executive Vice President for Winn Companies. Terri's responsibilities include property management operation for Winn properties and asset management for key clients. Terri's current portfolio includes 96 diverse properties, with an equally diverse group of owners. The properties consist of Conventional Developments, Tax Credit, Bond Financed, Project-Based Section 8, Senior Housing and condo conversions. Her focus remains on development and maintaining client relationships.

Terri has more than 23 years of experience in all aspects of property management with a focus on operations. Prior to joining WinnCompanies, Terri held the title of Chief Operating Officer with Ledic Realty Company for more than eight years. Earlier in her career, she held positions at other property management companies, working closely with property assessments, appraisals and new construction.

Ms. Benskin also served for six years in the United States Naval Reserves.

Terri achieved her Certified Property Manager (CPM) designation from the Institute of Real Estate Management (IREM) and is a Housing Credit Certified Professional (HCCP) through the National Association of Home Builders.



### **Self-Help is committed to building economic opportunity for all**

Self-Help is a family of non-profit organizations, founded in 1980 and headquartered in Durham, North Carolina, that works to create and protect ownership and economic opportunity for all. To further this work, we have:

- Established a network of **credit unions** in California, Florida, Illinois, and North Carolina
- Built a **loan fund** designed to finance catalytic community-oriented projects and organizations
- Worked **across the country** in partnership with local governments, foundations, and private partners to pursue community and economic development

### **Self-Help takes a unique approach to real estate development**

We believe real estate can play a key role in revitalizing communities and supporting local economies. It's why we take on complex projects that most market developers avoid. It's why we work hard to ensure space is available and affordable for small businesses and non-profits, and why we often work in disinvested neighborhoods and in downtown centers. Using tools such as complex tax credit financing, public-private partnerships, private debt, philanthropic funding, and our own equity, we have completed over 1.5 million square feet of development. Our 25 projects, which have included a mix of renovations and new construction, have attracted commercial reinvestment to disinvested neighborhoods, restored important historic buildings, and sparked further investment.

### **Since 1991, Self-Help has built extensive real estate experience**

Through our nonprofit 501(c)(3), Self-Help Ventures Fund, we have purchased, redeveloped and constructed real estate in 10 cities across North Carolina and in Washington, D.C. As an organization, Self-Help also owns real estate through our credit union branch network in Florida, Chicago, and California. We have a full-service real estate team that includes experienced project management, construction management, leasing, property management, and community outreach staff. Learn more at <https://www.self-help.org/business/real-estate/real-estate-development>

### **Project portfolio: A focus on results**

Self-Help has developed > 1.5 million square feet of commercial space. Two of our recent projects are:

Historic YE Smith building in Durham, North Carolina, which breathed new life back into one of the city's oldest school buildings that was built in 1909 but had been largely vacant since the late 1960s. This project provided a high performing charter school with a new home, allowing it to more than double the number of students it serves. By accessing both Historic Tax Credits and the New Markets Tax Credits, Self-Help was able to attract almost \$5 million in equity to the \$10 million renovation project.

Revolution Mill in Greensboro, North Carolina is a historic textile mill featuring more than a half million square feet. Self-Help is well underway renovating this campus into a combination of residential, restaurant, retail and office uses. Learn more at <http://revolutionmillgreensboro.com/>



Founded in Durham in 1980 by Martin Eakes and Bonnie Wright, Self-Help is a family of non-profit organizations with offices in North Carolina, California, Chicago, Florida, and Washington, D.C. Our mission is to create and protect ownership and economic opportunity for all which we seek to accomplish by providing responsible financial services, lending to small businesses and nonprofits, developing real estate, and promoting fair financial practices through public policy. While our work benefits communities of all kinds, our focus is on those who may be underserved by conventional lenders, including people of color, women, and low-wealth families and communities. We employ over 650 staff nationwide in our offices and retail credit union branches. For more information about our work, please refer to Self-Help's website at <https://www.self-help.org>.

<b>Direct home lending:</b> \$717+ million in loans to homeowners in NC, CA, and IL serving almost 8,000 borrowers	<b>NC Retail Financial Services (SHCU):</b> 24 full-service locations \$745+ million in assets 64,000+ members
<b>Secondary Market Mortgage Program:</b> \$4.9+ billion in loans to homeowners since 1997	<b>Commercial Lending &amp; SBA 504:</b> \$1.35 billion in loans, including small business loans, Community Facilities loans, and NMTCs

In 1991, Self-Help began to develop, hold, and manage commercial and residential real estate through Self-Help Ventures Fund (SHVF). To meet our mission, we focus on developing and renovating properties that revitalize downtowns and strengthen urban neighborhoods, while spurring economic development and providing space for small businesses and community organizations. We identify most of our projects through a broad network of organizations and people, including our board of directors and advisory boards, community groups, and public entity partners.

Including projects under construction, we have renovated and/or developed 1.4 million square feet of commercial space—representing total upfront capital investment of approximately \$200 million—across 25 projects. Our commercial developments range from single-purpose buildings (e.g., office space) to multi-tenant mixed use development. Self-Help has participated in one Low-Income Housing Tax Credit (LIHTC) project as developer and is currently pursuing its second opportunity, as well as dozens of single-family residential projects in Durham, Charlotte, and Greensboro. Self-Help's real estate projects are financed with a variety of sources, often including complex structures like Historic Tax Credits (HTC) and New Market Tax Credits (NMTC), along with local government and foundation grants, as well as private debt and often Self-Help's own equity.



**Kent Corner, Durham NC:**  
urban community Co-Op Market and office space on a transformed environmentally contaminated site



**Revolution Mill, Greensboro NC:**  
adaptive reuse of a 50+ acre historic textile mill campus using HTCs and NMTCs



**Maureen Joy Charter School, Durham NC:**  
renovated historic school using historic tax credits for high-performing charter serving low-income students.

## Self-Help Key Leadership and Project Management Staff Biographies

### **Martin Eakes**

Chief Executive Officer

Martin Eakes is co-founder and CEO of Self-Help and the Center for Responsible Lending. Martin holds a law degree from Yale, a master's from the Woodrow Wilson School of Public Affairs at Princeton, and a bachelor's degree from Davidson College. A native of North Carolina, he is a nationally recognized expert on development finance and has been honored by the John D. and Catherine T. MacArthur Foundation as a MacArthur Fellow for his work.

In 2009, his commitment to responsible lending was honored by the Opportunity Finance Network, which presented him with the Ned Gramlich Lifetime Achievement Award for Responsible Lending. Other awards include the Credit Union National Association Wegner Award, National Consumer Law Center's Father Robert F. Drinan Leadership Award, the Annie E. Casey Foundation National Families Court Award, and a leadership honor from Living Cities. Among many board and advisory involvements, Martin currently serves on the Bank of America National Community Advisory Council.

### **Tucker Bartlett**

Executive Vice President

Tucker Bartlett is an Executive Vice-President at Self-Help Ventures Fund and since 2010 has overseen commercial and small business lending, residential and commercial real estate development, and direct and secondary market home lending. Through the management of these departments, Tucker is responsible for approximately 75 employees and \$1.5 billion in total assets. He also worked for Self-Help from 2003 through 2006 when he was Director of Commercial Real Estate Development and Lending. Tucker coordinated the development and asset management of Self-Help's commercial real estate portfolio and managed a portfolio of approximately \$50 million in commercial real estate loans that financed commercial development in low-income areas.

Tucker has been actively involved in the financing and/or development of the following projects in Durham since 2000: Baldwin Lofts, American Tobacco Campus, Golden Belt, 123 W. Main Street, 301 W. Main Street (Temple), 302 W. Main Street (MDC), 201 W. Main Street (American Underground), Kent Corner (Durham Co-Op Market), Maureen Joy and KIPP Charter Schools, and 21c Hotel. As an expert in the financing of historic revitalization projects in low-income areas, Tucker speaks frequently at conferences across the country about urban real estate development and the use of Historic Rehabilitation and New Market Tax Credits.

Tucker is actively engaged in volunteer efforts in the Triangle and serves on a number of nonprofit boards. Tucker graduated from the University of North Carolina at Chapel Hill with a master's degree in Regional Planning and a Master of Business Administration in May 2003.

Affiliations: CAHEC  
Downtown Durham, Inc.  
Triangle Community Foundation  
Cherokee Brownfields New Market Tax Credit Advisory Board  
Durham YMCA Advisory Board

Durham Arts Council  
The Nasher Museum  
Bull City Forward  
Morehead Elementary and Lakewood Middle Montessori Schools PTA

**Brika P. Eklund**

Director of Real Estate, Team Leader

Brika Eklund joined Self-Help in April 2015 and serves as Director of Real Estate, leading a team of 21 real estate professionals in business/project development, construction, leasing, and property/asset management. Self-Help's real estate portfolio currently includes more than 20 operating properties with an asset value approaching \$250 million. During her first two years at Self-Help, Brika served on the Executive Staff, initiating and coordinating special projects amongst several Self-Help teams including the real estate team. Immediately prior to Self-Help, Brika worked for Boston Capital Corporation, a for-profit low-income housing tax credit (LIHTC) syndicator based in Boston, Massachusetts, with 3,100+ properties and 190,000+ LIHTC units in its portfolio. By the end of her tenure as a Senior Asset Manager, Brika monitored construction, lease-up and compliance of 38 LIHTC properties with hundreds of units across the United States, including North Carolina, for institutional investors totaling more than \$230 million in equity investment. Brika earned her master's degree in City and Regional Planning from UNC Chapel Hill with a concentration in real estate and affordable housing development and her Bachelor of Arts degree with honors from Davidson College.

Affiliations: Steering Committee for the Triangle chapter of the Urban Land Institute's (ULI) Women's Leadership Initiative (WLI)

**Dan Levine**

Director of Business Development and Project Management

Dan Levine joined Self-Help in May 2007 and serves as Director of Business Development and Project Management for the Real Estate Team. His responsibilities range from project conception through construction completion, including studying feasibility, financial modeling and structuring, working with community partners, and overall project coordination to ensure timely delivery within budget. Dan oversees a staff of six development managers that execute Self-Help's new real estate projects, which often include public-private partnerships, tax credits, and other creative financing. Prior to joining Self-Help, Dan worked for a year at affordable housing developer DHIC. He also spent five years as a researcher at RTI International in Research Triangle Park. Dan earned dual master's degrees in Regional Planning and Public Administration from UNC at Chapel Hill, with a concentration in real estate and community development.

Affiliations: Orange County Affordable Housing Coalition  
Duke-Durham Housing Strategy Workgroup





## Blue Light Living

### DURHAM, NORTH CAROLINA

Blue Light Living is a six-story building providing off campus housing and amenities for graduate students in Durham. The building includes a residential lobby, mercantile space, and structured parking at grade. Upper levels contain 80 apartments (in a mix of two and three bedroom options) with private study and collaboration areas. The sixth floor includes apartments as well as multiple amenity areas including group and private fitness, a covered rooftop lounge, and two spas.

#### CHARACTERISTICS

**Primary:** Multi-Family Development

**Size:** 7-story Building with Ground Level and 6 Residential Levels

**Location:** 1605 Erwin Road

**Status:** Under Construction

**Completion Date:** est. 2020

**Project Cost:** est. \$27 Million

## FIRM PROFILE

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Name of Firm: **Coulter Jewell Thames P.A.**  
 Mailing Address: **Post Office Box 912, Durham, NC 27702**  
 Street Address: **111 West Main Street, Durham, NC 27701**  
 Telephone Number: **(919) 682-0368** Facsimile Number: **(919) 688-5646**  
 Contact Person: **Daniel A. Jewell RLA, ASLA, President / Principal-In-Charge**  
*Email: DJewell@cjtpa.com Cell: 919-682-0368*

**Coulter Jewell Thames P.A.** is a professional Engineering, Surveying and Landscape Architecture Firm dedicated to turning our clients' needs into reality. Formed July 1, 1995 by the consolidation of three smaller professional firms, the principal owners of Coulter Jewell Thames are licensed engineers, surveyors and landscape architects who offer over 95 years of combined experience in the profession on projects across North Carolina, particularly in the Triangle Area and surrounding counties.

Coulter Jewell Thames P.A. takes satisfaction in providing our clients with the level of experience and proficiency to ensure proper design and a timely completion of all our projects, regardless of size. As a professional association, Coulter Jewell Thames P.A. offers municipal, utility, subdivision and site design consulting services to our clients with detailed design, documentation, permitting, and construction observation on all our projects per the request of the client. Coulter Jewell Thames P.A. takes pride in being able to analyze the physical, environmental, and economic opportunities and constraints on all our projects as a service to our clients. We have a proven track record of successfully helping clients to understand the problems at hand and to focus resources to making improvements based on a high benefit to cost ratio.

Coulter Jewell Thames P.A. client base is a combination of municipalities, county governments, universities, schools, churches and private developers. Some of the governing bodies we are presently working for or have worked for in the past are the City of Durham, Durham County, the City of Roxboro, Person County, Orange County, Town of Hillsborough, Town of Chapel Hill, Town of Carrboro, Town of Cary and the Town of Louisburg. The firm's collective experience of principals and employees includes site selection and analysis, Master Planning, design of athletic fields, parks, parking areas and courtyards, trails, greenways, surveying, mapping, streets, pavement design, storm drainage, hydrology/hydraulic studies, erosion control, planning, economic evaluations/estimates of cost, the planning and design of water and wastewater treatment plants, pump stations, force mains, sanitary sewer interceptor/collection lines, water feeder/distribution mains, as well as many other professional services. All of our work requiring plans is generated from the use of computer stations using the latest AutoCAD Release 2019 or earlier versions. A wide range of computer software, including Carlson, Haestad Methods, HydroCAD, Stormwater Studio, Photoshop and Illustrator provides assistance with technical calculations and developing drawings.

In addition to being able to offer complete planning and engineering services for the scope of work required, Coulter Jewell Thames P. A. will also be able to provide in-house surveying to assist in the gathering of field data. For field location and topographic surveys, Coulter Jewell Thames P.A. collects electronic data using TDS software with robotic and GPS field equipment software with a Zeiss and Topcon Total Station. Data is processed using Carlson software.

As engineers, surveyors and landscape architects, Coulter Jewell Thames P.A. creates projects that are sensitive to the environmental aspects inherent to every project. Only by examining all the factors - physical, environmental, political and market demands can we make order out of varied needs and turn constraints into opportunities and develop innovative solutions.

Our goal at Coulter Jewell Thames P.A. is to create the best project possible, and by offering a full range of services we can produce the results which will instill in our clients the trust to use us again.

**Firm Specifics:**

Number of Employees:	25
Employee Breakdown:	Engineers 5 (4 Licensed)
	Landscape Architects 5 (4 Licensed)
	Surveyors 7 (2 Licensed)
	Technical Staff 5
	Administrative Staff 3
Office Location:	111 West Main Street, Durham, North Carolina 27701
	212 S. Lamar Street, Roxboro, North Carolina 27573

The ***Principal Owners*** of Coulter Jewell Thames P.A. are as follows:

Daniel A. Jewell ASLA, President  
James W. Thames PE, Vice President/Treasurer  
Jeffrey P. Williams PLS, Vice President/Corporate Secretary  
Preston B. Royster PE, Vice President  
Jeremy S. Anderson RLA, Vice President

The staff of Coulter Jewell Thames P.A. has experience in and can provide professional services in the following areas:

**Engineering:**

Street/Sidewalk Design	Utility Design - Water and Sewer
Erosion Control	Water and Sewer Treatment Plant Design
Grading and Drainage	Impoundments
Storm Drainage Design	Construction Administration / Inspection
Stormwater Control Measure Design	Cost Estimating
Pump Station / Force Main Design	Sanitary Sewer Drainage Basin Studies
Water Feeder Main / Distribution Studies	

**Landscape Architecture:**

Site Development Design	Planting Design
Trails, Recreational and Playground Design	Hardscape Design
Signage Design	Cost Estimating

**Planning:**

Land Use Planning	Site Planning
Site Evaluation and Analysis	Feasibility Studies
Rezoning	Drainage Basin Studies
Subdivision Design	Hydrology / Hydraulic Studies

**Surveying:**

Alta Survey	Stakeout Survey
Boundary and Topography Survey	Subdivision Survey

**Business Philosophy**

Coulter Jewell Thames P.A. is a Chapter S Corporation solely owned by the five principals listed above. No outside person, party, business or other entity is involved with the decision making process of the firm. Coulter Jewell Thames P.A. is not involved in any way with suppliers, equipment manufacturers, vendors, or any other party that would create a conflict of interest that would prevent Coulter Jewell Thames P.A. from providing its best engineering judgments, opinions and recommendations for this very important project.

**Professional Liability Insurance**

Coulter Jewell Thames P.A. carries professional liability insurance in the amount of \$1M / \$2M with Lloyds of London Insurance Company. Additional insurance may be provided upon request.



## **LIST OF RELEVANT PROJECTS:**

### **614 Rigsbee Street - Durham, NC -2019**

Civil Engineering and Land Surveying services for a proposed multi-family residential development consisting of approximately 235 apartments with ground level retail and parking.

### **214 Hunt Street Vega – Durham, NC - 2019**

Land Surveying, Civil Engineering and Landscape Architecture services for a proposed residential development, including schematic site design, stakeholder coordination, site plan entitlements, site construction documents and limited construction observation.

### **836 North Mangum Street – Durham, NC - 2019**

Land Surveying and Platting, Schematic Site Design, Site Plan Entitlements, Site Construction Documents and limited Construction Observation services related to the site improvements associated with a proposed 6 lot townhome residential development.

### **The Geer House – Durham, NC – 2019 (In Design)**

Site Design and Entitlements for a 250,000 sf mixed office and retail building in Central Park Neighborhood with structured parking and streetscape improvement. CJT scope included Civil Engineering, Landscape Architecture and Surveying.

### **American Tobacco Complex - Durham, NC – 2001 - 2019**

Ongoing Landscape Architecture, Civil and Local Approvals for Adaptive re-use of 1,000,000 sf former tobacco manufacturing complex and related parking decks and new buildings

### **Whetstone Apartments - Durham, NC 2015**

The project involved a 225 unit downtown apartment building with an attached 300 vehicle parking deck. Challenges included urban solutions to Stormwater management and dealing with a relatively new amended UDO that was untested for new Form Based Building design requirements. In 2016 the new owners of the building engaged CJT to gain additional approvals to add 2 additional floors to the parking deck.

### **1605 Erwin Road – Durham, NC - 2018**

Site Design Services and Approvals relative to 4 parcels (approx. 1.22 - acres total) located at the intersection of Erwin Road and West Pettigrew Street in Durham, NC. for a new multi-story apartment building of approximately 80 apartment units and 5,000 SF +/- ground floor retail.

### **Foster at the Park – Durham, N.C. - 2018**

Land planning, site plan approval, entitlements, construction plans, coordination with adjacent city park, and project meetings for a multi-story condominium project in downtown Durham, NC.

### **The Brannan Condominiums – Durham, NC – 2017**

Site Design and Entitlements for 35 unit condominium development in Central Park Neighborhood with structured parking and streetscape improvement. CJT scope included Civil Engineering, Landscape Architecture and Surveying.

### **Durham Bulls Athletic Park Renovations – Durham, NC – 2016**

Major facility renovation to the 1994 ballpark, home of the Durham Bulls. Site Design, Entitlements, Civil, Survey, Landscape Architecture and Construction Phase Services.

### **21C Museum Hotel – Durham, NC - 2015**

Site Design for adaptive re-use of a historic Downtown office building into a luxury hotel and art museum. CJT scope included Landscape Architecture and Civil Engineering, Site Plan Approvals, Certificates of Appropriateness through the Local Historic District Commission, construction Phase services and certifications

## RELEVANT PROJECTS

### PAGE 2

#### **ALoft Hotel – Durham, NC - 2015**

Site Design for a new downtown hotel adjacent to the popular Durham Performing Arts Center. Building was also designed to function as a “wrapper” to hide a parking deck and the service area of the DPAC. CJT scope included Landscape Architecture and Civil Engineering, Site Plan Approvals, construction Phase services and certifications. Project also included design of outdoor seating areas for 2 ground floor restaurants

#### **SEEDS – Durham, NC – 2014**

Site Entitlements, Design, Civil Engineering, Landscape Architecture and Surveying for expansion of building and facilities for a community non-profit whose mission is teaching gardening and sustainable agriculture to inner city kids

#### **710 W. Main Street – Durham, NC – 2013**

Adaptive reuse of an old warehouse building into research and lab space, and renovation of site for parking, plazas and pedestrian travel, streetscape improvements. Responsibility included entitlements, site layout, landscape design, and streetscape improvements.

#### **Kent Corner Mixed-Use Development – Durham, NC - 2013**

A 46,000 sf mixed office and commercial project intended to transform a tired and faded 50's District back into a vibrant center of community life and commerce. The Streetscape component was a critical component of the project design. Involved Community Engagement with at least 4 organized public meetings and 2 open houses.

#### **Apartments at Palladium Place, Leigh Farm Road, Durham, NC – 2012-2015**

Provide Construction Documents overview & Construction Administration of a 306 unit (4 Bldgs) apartment complex as well as a Site Plan Amendment of Building #2 (Phase 2). Project is being developed in 3 phases with the 1<sup>st</sup> Phase (Bldg. #1) occupancy scheduled for early September 2014.

#### **Carmichael Building / 300 N. Duke Street – Durham, NC - 2012-2014**

Adaptive reuse of an old warehouse building into research and lab space, and renovation of site for parking, plazas and pedestrian travel, streetscape improvements. Responsibility included entitlements, site layout, landscape design, and streetscape improvements.

#### **Diamond View III - Blackwell Street Management – Durham, NC – 2011-2013**

Landscape Architecture. Civil design and approvals for 139,000 sf office building, including site plan approval, grading, storm drainage, utilities, erosion control, plantings, site lighting, outdoor dining areas and street improvements.

#### **Durham Public Schools Fuller Building Renovations – Durham, NC – 2011**

Site renovations to historic downtown school used for DPS Administrative Offices. CJT scope included Civil Engineering, Landscape Architecture and Surveying.

#### **Durham Co-Housing Community – Durham N.C. - 2011**

Responsible for design and permitting for a 25 unit, 5 story residential building adjacent to downtown Durham. The site design involves underbuilding parking, detailed streetscape design, and onsite stormwater capture and re-use.

#### **Durham Downtown Police Substation – Durham, NC – 2008**

Site Design and Approvals for adaptive re-use of existing building. Civil Engineering, Involved Landscape Architectural Design and Site Plan Approvals on Site Improvements.

#### **Brightleaf Square – Durham, NC - 2004-2005**

Civil Engineering and Landscape Architecture for Adaptive reuse and rehabilitation of former tobacco warehouses into a retail center. Work included all hardscape, plantings, walls, lighting, and drainage. The focus of CJT's work was on creating a vibrant outdoor courtyard with multiple outdoor use areas.



**Coulter|Jewell|Thames, P.A.**  
Planning for the Future



**DANIEL A. JEWELL, RLA, President of Coulter Jewell Thames, P.A.  
Principal, Project Manager**

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### **EDUCATION AND PROFESSIONAL QUALIFICATIONS**

Purdue University, West Lafayette, Indiana  
Bachelor of Science in Landscape Architecture, 1981  
Registered Landscape Architect - NC #576  
36 Years Professional Experience

### **PROFESSIONAL ASSOCIATIONS AND BOARDS**

American Society of Landscape Architects  
NCASLA Executive Committee 2005-2006  
Design Council of Chapel Hill/Carrboro - Chairman 1991  
Durham Central Park – Board of Directors, President, Currently Treasurer and Executive Committee  
Durham Area Designers – Board of Directors  
Downtown Durham, Inc. – Board of Directors - 2007-2016

### **RELATED EXPERIENCE**

Served as Project Manager on a wide variety of projects including commercial and office design, residential land planning and site development feasibility studies. Responsibilities include liaison with local governments, public presentations, land planning, site and landscape design and documentation, irrigation system design, site analysis and cost estimating.

### **RELATIVE EXPERIENCE**

#### **1. Durham Bulls Athletic Park – Durham, NC - 2016**

- Ballpark Renovation
- Client / Contact: George Habel, Durham Bulls
- Responsibility: Project Manager

#### **2. Carmichael Building / 300 N. Duke Street – Durham, N.C. – 2012-2014**

- Adaptive re-use of 250,000 sf former tobacco warehouse
- Client: Longfellow Real Estate Partners
- Contact: Randy Long
- Responsibility: Principal-In-Charge

#### **3. Kent Corner Mixed Use Development - Durham 2013**

- Self Help Credit Union Community Development Corporation
- As the first substantial project to move forward from the recommendations in the 2007 West Chapel Hill Street, Kent Corner will be a 46,000 sf mixed office and commercial project intended to transform a tired and faded 50's District back into a vibrant center of community life and commerce. Community Engagement has been a big part of the project to date, with at least 4 organized public meetings and 2 open houses. Dan has been an integral part of those presentations. A critical component of the project design is the Streetscape component. This will set the standard for future street design standards on West Chapel Hill Street.
- Budget (Site) - \$900,000
- Contact – Paul Brown, Self Help Credit Union
- Responsibility: Master Planning, Local Approvals, Civil Engineering and Landscape Architecture

- 4. Durham Central Park – Durham, NC 1998-2019**
  - Client: Durham Central Park, Inc.
  - Ongoing design of 5 acre downtown park
  - Site Budget: \$4,000,000
  - Responsibility: Master Planning, Local Approvals, Civil Engineering and Landscape Architecture
- 5. Durham County EMS Station #1 – Durham, NC 2012**
  - Client: Durham County
  - 2,000 sf EMS expansion
  - Contact: Peri Manns, Durham County Engineering
  - Responsibility: Site designs, approvals and permitting for all landscape architectural and civil components.
- 6. Durham Downtown Police Substation – Durham, NC 2008**
  - Client: City of Durham
  - Site Design and Approvals for adaptive re-use of existing building
  - Contact: Doreen Sanfelici, City of Durham
  - Responsibility: Civil Engineering, Landscape Architectural Design and Site Plan Approvals on Site Improvements.
- 7. Durham County EMS Station #2 – Durham, NC 2004**
  - Client: Durham County
  - New County EMS Facility
  - Contact: Peri Manns, Durham County Engineering
  - Responsibility: Site selection, site designs, approvals and permitting, documentation, and contract administration for all landscape architectural and civil components.
- 8. City of Durham General Services Operations Facility – Durham, NC 2004**
  - Client: DTW Architects
  - Master Planning, Site Design and entitlements for a new office, operations and maintenance facility for the Durham General Services Dept.
  - Contact: Robert Sotolongo, DTW Architects
  - Responsibility: Master Planning of a 40 acre site to accommodate this facility, the DATA bus maintenance facility (since built) and the City sign and signal shop. The Master Plan recommendations resulted in a commission to do the site design and construction observation for the new Operations Center. The Center has a public art component, and Dan was involved in artist interviews as well as working with the selected artist to incorporate art into the building and site design.



**Coulter | Jewell | Thames, P.A.**  
Planning for the Future



**JEREMY S. ANDERSON R.L.A, LEED AP, Coulter Jewell Thames P.A.**  
**Project Landscape Architect**

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#### **EDUCATION AND PROFESSIONAL QUALIFICATIONS**

Bachelor of Landscape Architecture – 1999  
North Carolina State University, College of Design, Raleigh, NC  
Registered Landscape Architect – NC License No. 1268  
17 Years Professional Experience

Leadership in Energy and Environmental Design– LEED AP (2009)  
NCDOT Erosion and Sediment Control/Stormwater Certification Level I&II – Certification #'s 1790 & 3163  
Concrete Field Technician Certification (Testing) – Cert No. PCT-7598  
ACI Concrete Field Testing Technician Grade 1 – Cert ID 01188225

#### **OTHER EXPERIENCE AND QUALIFICATIONS:**

Landscape Architect with experience in site layout, conceptual land planning, sustainable development including wetland design, landscape design, trail and greenway planning, land development entitlements, and construction observation/inspection in a variety of projects.

#### **RELATED EXPERIENCE:**

##### **1. Foster at the Park – Durham, N.C. – 2019**

- BH-AG Durham Foster, LLC
- Responsible for land planning, site plan approval, construction plans, coordination with adjacent city park, and project meetings for a multi-story apartment project in downtown Durham, NC.
- Contact: Ben Grinnell
- Responsibility: Land planning, entitlements, site planning.

##### **2. J. J. Henderson – 807 / 809 S. Duke Street – Durham, NC - 2018**

- Laurel Street
- Civil Engineering and Landscape Architecture services related to a new multi-story residential building. The scope of work includes Due Diligence investigation, Land Planning and Conceptual Planning studies, and the preparation of a Preliminary Site Plan exhibit.
- Contact: Rosa Newman
- Responsibility: Landscape Architect

##### **3. Kent Corner – Durham, N.C. – 2014**

- Self-Help Venture Fund
- Responsible for conceptual land planning, site entitlements including rezoning, special use permits and site plans, construction plan coordination and project meetings.
- Contact: Mr. Paul Brown
- Responsibility: Project Manager / Landscape Architect

##### **4. Shelton Station – Carrboro, N.C. – 2013**

- Belmont Sayre
- Responsible for conceptual land planning and programming; site entitlement coordination including rezoning and conditional use permitting. Work also included public meetings.
- Contact: Mr. Ken Reiter
- Responsibility: Project Manager and Landscape Architect



**JEREMY S. ANDERSON RLA, LEED AP**  
**RESUME PG. 2**

**5. Erwin Terrace III – Durham, N.C. - 2012**

- Building and supporting infrastructure addition as a part of a Master Plan
- Triple E Apartment Management, Inc.
- Contact: Rob Everett
- Responsibility: Project Landscape Architect

**6. Durham Co-Housing Community – Durham N.C. - 2011**

- Durham Co-Housing Community and Weinstein Friedlein Architects
- Responsible for design and permitting for a 25 unit, 5 story residential building adjacent to downtown Durham. The site design involves underbuilding parking, detailed streetscape design, and onsite stormwater capture and re-use.
- Contact: Ken Friedlein
- Responsibility: Project Manager and Landscape Architect

**7. Diamondview 3 Office Building – Durham, N.C. - 2011**

- Capital Broadcasting Company, Inc.
- Responsible for design and permitting for a new five story mixed use building behind the Durham Bulls Athletic Park. Design considerations involved detailed streetscape work and close coordination with shared hardscape plazas adjacent to the DBAP and adjacent office buildings.
- Contact: Pete Mahood
- Responsibility: Project Manager and Landscape Architect

**8. RN Harris Elementary School – Durham, N.C. - 2011**

- Durham Public Schools
- Responsible for design and permitting for site renovations to the RN Harris Elementary School. Permitting involved Site Plan, Special Use Permit and Construction Plans. Design components consisted of pedestrian circulation improvements, temporary classrooms and aesthetic landscape improvements.
- Contact: Leisa Wilson, DPS
- Responsibility: Project Manager and Landscape Architect

**9. Wake Med Soccer Park – Convenience Station – Cary, N.C. – 2017**

- Town of Cary
- Responsible for design and permitting for a new Town of Cary restroom and amenity area. The plan consists of a new permanent restroom facility, portable restroom trailer area, and stage area for athletic awards.
- Contact: Mr. Glen Sheppard, Town of Cary
- Responsibility: Landscape Architect

**10. Rocky Mount Mill – Rocky Mount, N.C. - 2016**

- Capital Broadcasting Company
- Land Planning, Site and Landscape Design, Permits, and Construction Phases for the Revitalization of a Historic Millhouse Site, including Grading, Paving, Stormwater Drainage and Treatment, Water, Sewer, and Parking.
- Contact: Mr. Michael Goodman
- Responsibility: Project Manager

**11. Revolution / Olympic Mill / Buffalo Creek Greenway– Greensboro, N.C. – 2015**

- Self-Help Development
- Land Planning, Site and Landscape Design, Permits, and Construction Phases for the Revitalization of a Historic Millhouse Site, including Grading, Paving, Stormwater Drainage and Treatment, Water, Sewer, and Parking.
- Contact: Mr. Paul Brown
- Responsibility: Project Manager / Land Planner



**Coulter|Jewell|Thames, PA**  
Planning for the Future



**PRESTON B. ROYSTER P.E., Coulter Jewell Thames P.A.**  
**Project Engineer**

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### **EDUCATION AND PROFESSIONAL QUALIFICATIONS**

Master of Science in Civil Engineering – 2007  
Bachelor of Science in Civil Engineering – 2004  
North Carolina State University, Raleigh, NC  
Registered Professional Civil Engineer – NC License #35003 (2009)  
BCE (BMP Certifying Engineer) – City of Durham  
BMC (BMP Maintenance Certifier) – City of Durham  
13 Years Professional Experience

### **RELATED EXPERIENCE**

Project Engineer specializing in project management and design for projects of varying sizes and scopes. Clients range from private developers to government agencies, and service background includes a full range of engineering and planning services including site layout, sanitary sewer design, pavement design, stormwater engineering, roadway design, hydraulic modeling and design of water lines, structural design, and construction observation on a variety of projects. Has extensive knowledge and experience with stormwater basins and regulations throughout the State of North Carolina with a substantial amount of work being performed in the City of Durham and the Falls and Jordan Lake Basins.

### **RELATED PROJECT EXPERIENCE**

#### **1. Whitted School – Durham, NC**

- Integral
- Retrofit of existing historic building including parking lots, storm drain piping and underground sand filter, erosion control, and water and sewer extensions.
- Contact: Taylor Brown
- Responsibility: Project Engineer

#### **2. 1110 West Main Street – Durham, NC**

- Concord Greenburg Durham Hotels
- Site layout and grading for new hotel, storm drain network, sewer and water service connections, off-site street improvements, erosion control plans
- Contact: Matt McClelland
- Responsibility: Project Engineer, Site Design and Construction Observation / Inspection.

#### **3. Mangum Primary School – Durham, NC**

- DTW Architects & Planners, Ltd.
- Design parking lot and roadway improvements to improve student drop-off and pick-up, layout site for new building addition.
- Contact: John Thompson
- Responsibility: Project Engineer, Site Layout, and Construction Observation / Inspection.

**4. Sandy Ridge Elementary School – Durham, NC**

- Durham Public Schools
- Site layout and grading design, sewer and water extensions, layout and design of storm drain network and 2 wet ponds, design off-site street improvements, erosion control plans
- Contact: Tim Carr
- Responsibility: Project Engineer, Site Layout and Construction Observation / Inspection.

**5. Lucas Middle School – Durham, NC**

- Durham Public Schools
- Site layout and grading, sewer and water extensions, storm drain network and BMP's, off-site street improvements, erosion control plans
- Contact: Tim Carr
- Responsibility: Project Engineer, Site Design and Construction Observation / Inspection.

**6. Montessori Children's House of Durham – Durham, N.C.**

- Site layout and grading design, design water and sewer extensions, design of off-site NCDOT Road widening and improvements, layout and design of storm drain network and an underground detention structure, wet detention pond and level spreader
- Contact: Happy Sayre-McCord
- Responsibility: Project Engineer

**7. Kipp Halifax School – Halifax, N.C.**

- Kipp ENC Public Schools
- Site layout and design for a new school including road widening, storm drain, water and sewer extensions, and sewer pump station design
- Contact: Dawn Arthur
- Responsibility: Project Engineer

**8. Rocky Mount Mill – Rocky Mount, NC**

- Capitol Broadcasting Company
- Land Planning, Site and Landscape Design, Permits, and Construction Phases for the Revitalization of a Historic Mill Site, including Grading, Paving, Stormwater Drainage and Treatment, Water, Sewer, and Parking.
- Contact: Mr. Michael Goodman
- Responsibility: Project Engineer

**9. Pines at Crescent Ridge Subdivision – Wake Forest, NC**

- Julie Wright Land Company
- Street design, erosion control plan, and stormwater treatment design for a new subdivision
- Contact: Wayne Bailey
- Responsibility: Project Manager / Project Engineer

**10. Carol Woods Retirement Home Campus Renovations – Chapel Hill, NC**

- DTW Architects
- Site layout and design for multiple projects throughout the campus, grading, sewer and water service connections, campus wide stormwater analysis, storm drain and bioretention area design.
- Contact: Robert Sotolongo
- Responsibility: Project Engineer

**North Carolina Real Estate Commission**

**NORTH CAROLINA  
REAL ESTATE COMMISSION**  
REAL ESTATE LICENSE RENEWAL/REINSTATEMENT

LICENSEE <b>WR SOUTH LLC</b>		
<b>C21310</b> LICENSE NUMBER	<b>06/30/19</b> EXPIRATION DATE	<b>L</b> TYPE



  
**Miriam J. Baer**  
EXECUTIVE DIRECTOR

**QUALIFYING BROKER LICENSE**

**North Carolina Real Estate Commission**

**NORTH CAROLINA  
REAL ESTATE COMMISSION**  
REAL ESTATE LICENSE RENEWAL/REINSTATEMENT

LICENSEE <b>KATSAMAS, THOMAS V</b>		
<b>153089</b> LICENSE NUMBER	<b>06/30/19</b> EXPIRATION DATE	<b>B</b> TYPE



  
**Miriam J. Baer**  
EXECUTIVE DIRECTOR

## Contacts - Sibley Square

### *WinnCompanies*

Contact: Gilbert J. Winn  
Affiliation: WinnCompanies  
Address: 6 Faneuil Hall Marketplace  
Boston, MA 02109  
Phone: 617-742-4500

### *The Architectural Team*

Contact: Michael Binette  
Address: 50 Commandant's Way at Admiral's Hill  
Chelsea, MA 02150  
Phone: 617-889-4402

### *DiMarco Constructors*

Contact: Gerard DiMarco  
Address: 1950 Brighton Henrietta Town Line Rd.  
Rochester, NY 14623  
Phone: 585-272-7760

### *RBC Capital*

Contact: Tom Maxwell  
Address: 225 Franklin Street  
Boston, MA 02110  
Phone: 617-725-2470

### *Citizens Bank*

Contact: Eugene Clerkin  
Address: 28 State Street  
Boston, MA 02109  
Phone: 781-718-9640

### *New York State Homes and Community Renewal*

Contact: Leonard Skrill  
Address: 535 Washington Ave.  
Buffalo, NY 14203  
Phone: 716-847-3926

### *City of Rochester*

Contact: Baye Muhammad  
Address: City Hall Room 308A, 30 Church Street  
Rochester, New York 14614  
Phone: 585-428-6883

### *Community Preservation Corporation of New York*

Contact: Michael Skrebutenas  
Address: 54 State Street, Suite 201  
Albany, NY 12207  
Phone: 518-463-1776

### *Empire State Development*

Contact: Vincent Esposito  
Address: 400 Andrews Street, Suite 300  
Rochester, NY 14604  
Phone: 585-399-7050

### *New York State Energy Research and Development Authority*

Contact: Kelly Tyler  
Address: 17 Columbia Circle  
Albany, NY 12203  
Phone: 716-842-1522

### *Mayor of Rochester*

Contact: Lovely Warren  
Address: City Hall Room 308A, 30 Church Street  
Rochester, New York 14614  
Phone: 585-428-7045

### *Brown & Weinraub*

Contact: Kelly Santore  
Address: 50 State Street, 4th Floor  
Albany, NY 12207  
Phone: 518-427-7350

### *Novogradac & Company*

Contact: Michael Novogradac  
Address: P.O. Box 7833  
San Francisco, CA 94120  
Phone: 415-356-8000



### *Epsilon Associates*

Contact: Taya Dixon (formerly with Epsilon Associates)  
Address: 77 Massachusetts Avenue  
Cambridge, MA 02139  
Phone: 617-599-7461

### *Murtha Cullina*

Contact: Deirdre Robinson  
Address: 99 High Street  
Boston, MA 02110  
Phone: 617-457-4060

### *Nixon Peabody*

Contact: Monica Sussman  
Address: 799 9th St. NW, Suite 500  
Washington, DC 20004  
Phone: 202-585-8833

### *Woods Oviatt Gilman*

Contact: David DiMarco  
Address: 2 State St, Suite 975  
Rochester, NY 14614  
Phone: 585-987-2800

### *Morganstern DeVoesick PLLC*

Contact: Jeffrey DeVoesick  
Address: 1000 Pittsford Victor Road  
Pittsford, NY 14534  
Phone: 585-672-5500

### *The Landmark Society of Western New York, Inc.*

Contact: Wayne Goodman  
Address: 133 South Fitzhugh Street  
Rochester, NY 14608-2204  
Phone: 585-546-7029

### *M/E Engineering*

Contact: Brian Danker  
Address: 150 North Chestnut Street  
Rochester, NY 14804  
Phone: 585-288-5590